



ESG Impact Report 2025

Transforming Communities,
Changing Lives



Foreword



It is with immense pride and purpose that we present our Environmental, Social, and Governance (ESG) Impact Report for the 2025 financial year. This report stands as a testament to our unwavering commitment to our four ESG pillars. These pillars are the foundation of how we operate and grow, ensuring that our actions today contribute to a stronger, more resilient tomorrow.

This year, we proudly celebrated our 30th anniversary. This milestone reflects the strength of our values, the dedication of our people, and the impact we've made across the communities we serve by being a market-leading national provider of integrated housing, neighbourhood and workplace services.

We also marked a significant milestone for Pinnacle Group, as we were acquired by The Hyde Group, a leading housing association and registered charity who are dedicated to providing affordable homes and building thriving communities. Hyde now serves as our sole shareholder. This transition has strengthened our commitment to ESG, with Hyde's support helping us broaden and accelerate our impact. Under this new structure, all surplus profits are now reinvested into charitable initiatives, with additional contributions made through Gift Aid, ensuring our work continues to deliver meaningful value directly back into our communities.

In an increasingly complex world with rising expectations from communities, clients, and stakeholders, we have remained focused on leading with purpose and acting with accountability. Throughout FY25, we made meaningful progress across all areas of our ESG agenda. We empowered our people through a culture of inclusion, recognition and opportunity, delivered tangible benefits to the communities we serve, advanced on our key net zero projects, and reinforced the strength and transparency of our governance practices.

Our progress and impact are a testament to the dedication of our employees, the trust of our partners, and the engagement of our stakeholders. Together, we've shown that when purpose and performance go hand in hand, we can drive meaningful change.

As we look ahead, we do so with clarity, ambition, and a deep sense of responsibility. The path toward a more sustainable and equitable future is ongoing, and we remain fully committed to evolving our strategies, deepening our impact, and delivering on our commitments, reaffirming our dedication to transforming communities and changing lives. This year, we have made meaningful impact driven by purpose, and we are focused on using this momentum to deliver even greater outcomes in the years ahead.

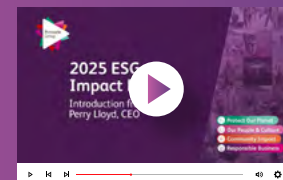


Peregrine Llyod CEO, Pinnacle Group



A message from our CEO summarising this year's ESG Impact Report.

Watch the video.



About Us

With over 30 years of experience, Pinnacle Group delivers expert, place-based management and maintenance solutions that enhance the everyday lives of the communities we serve.

We have become a trusted service delivery partner of Government and public authorities, institutional investors, housing associations, housebuilders, and businesses. Our experience in successful place-making and place-keeping services means we can deliver comprehensive and integrated operations across all living sectors and community infrastructure.

To learn more about Pinnacle **visit our website** and **watch this short video**.

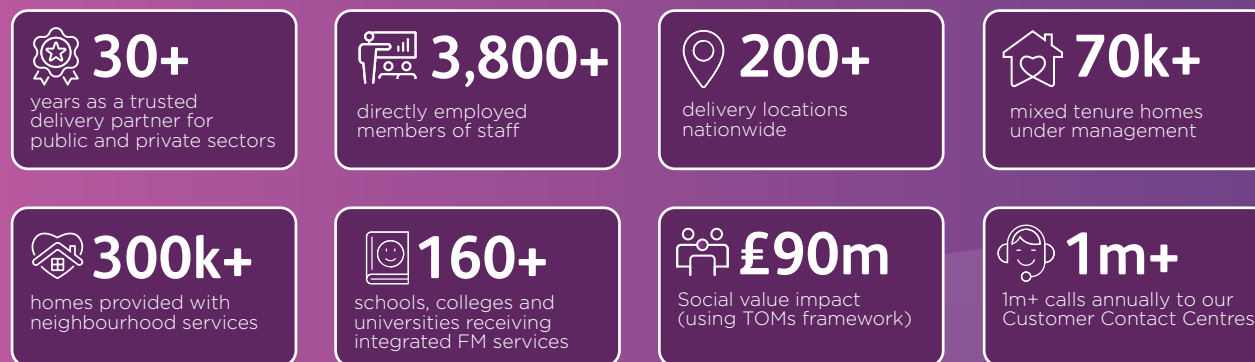
Our Values



Community Stewardship

At the heart of what we do is community stewardship; supporting long-term approaches to the sustainable success of places and communities.

Our socially conscious and commercially minded culture informs everything we do; creating and enabling opportunities to invest and operate in a customer-focussed way that embraces new technologies and innovation.



Our Commitment to ESG

Environmental, Social, and Governance (ESG) principles are at the heart of how we operate. They guide our decisions, shape our responsibilities, and are embedded across every level of the organisation, from strategic leadership to day-to-day delivery.

We are focused on making a meaningful difference, through targeted initiatives, we are helping to build resilient communities and deliver lasting, positive change.

In the face of growing environmental and social challenges, ESG provides a framework for us to lead with purpose, act with integrity, and deliver measurable impact. It ensures that every step we take contributes to a more sustainable, inclusive, and resilient future.

ESG Framework: Four Pillars of Impact



Protect Our Planet



Our People & Culture



Community Impact



Responsible Business

Our ESG strategy is built around four core pillars, each supported by three clear commitments. These commitments guide our actions, hold us accountable, and ensure our work aligns with our values.

This year, we strengthened our approach by refining internal frameworks and updating key commitments to enhance measurability and transparency. These improvements are helping us embed ESG more deeply into decision-making and provide clearer visibility of our progress.

Sustainable Development Goals (SDGs)

Pinnacle proudly supports the UN 2030 Agenda by aligning our values and operations with key Sustainable Development Goals. Our FY25 achievements snapshot shows how selected SDGs connect to our ESG pillars, highlighting our integrated approach to meaningful change.



Snapshot of our Progress

(FY25 ESG Highlights)

Protect Our Planet



Total Emissions
per FTE (tCO₂e):

5.49

(FY24: 5.14)



Total Emissions
(tCO₂e):

17,241

(FY24: 15,519)



7 AFFORDABLE AND
CLEAN ENERGY



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



13 CLIMATE
ACTION



Total Emissions
per £1m Revenue
(tCO₂e):

83.17

(FY24: 78.77)



Number of Leased
EVs in Fleet:

318

(FY24: 159)

Our People & Culture



Number of
Employees:

3,802

(FY24: 3,687)



Overall Employee
Engagement:

8.5

(FY24: 8.1)



Satisfaction with
Development:

7.9

(FY24: 7.6)



Apprenticeship
Programme
Enrolment:

92

(FY24: 70)



3 GOOD HEALTH
AND WELL-BEING



5 GENDER
EQUALITY



8 DECENT WORK AND
ECONOMIC GROWTH



10 REDUCED
INEQUALITIES

Community Impact



Total Funds Raised
for Combat Stress:

£11.7k



Employees Living
Within 10 Miles of
their Workplace:

68%

(FY24: 69%)



1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH
AND WELL-BEING



11 SUSTAINABLE CITIES
AND COMMUNITIES



Hours Volunteered to
Causes that Make a
Real Difference:

1,800+

(FY24: N/A)



Local Supply Chain
Spend via. Bunzl:

10%

(FY24: 10%)

Responsible Business



Pinnacle Housing
Prompt Payment:

16 days

(FY24: 16.5 days)



Number of Group
Accreditations:

58

(FY24: 58)



Power BI
Dashboard Users:

415

(FY24: 350)



Security Awareness
Training Success Rate

88%

(FY24: 87%)



8 DECENT WORK AND
ECONOMIC GROWTH



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



17 PARTNERSHIPS
FOR THE GOALS



Our People & Culture

Being a great place to work for all, empowering our people to achieve and realise their ambition.

Commitments



Prioritise the engagement and wellbeing of our people



Provide equal opportunities for all to realise their ambitions



Empower, value and recognise our people



Sarah Gibbs

Group People Director

“

Our people are the heart of everything we do. Their wellbeing and growth are central to our culture and success. We're committed to creating an environment where everyone feels valued and recognised not just for what they achieve, but for who they are.

We listen closely through our annual engagement survey to understand how our people are feeling and what they need to thrive because when people feel good at work, they do great work.

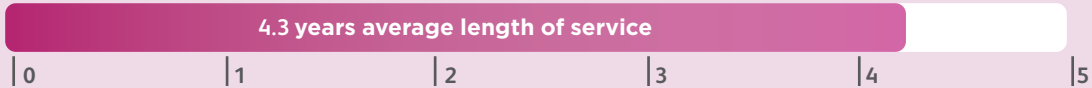
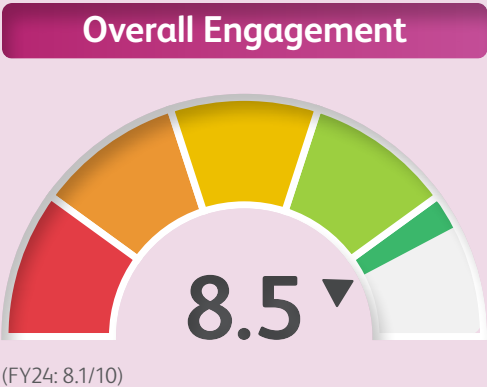
Our apprenticeship programmes continue to go from strength to strength, offering valuable development opportunities that help our people grow and shine. With 92 employees enrolled in a programme in FY25, we're proud to support ongoing learning and development for our people across the business.

From everyday recognition to our Pinnacle Impact Awards, we're proud to celebrate the achievements and contributions of our colleagues who make Pinnacle what it is. As we continue our ESG journey, our people remain at the centre of our impact. Their wellbeing, voices, and successes shape the inclusive and high-performing culture we're building together - one that truly reflects our values.

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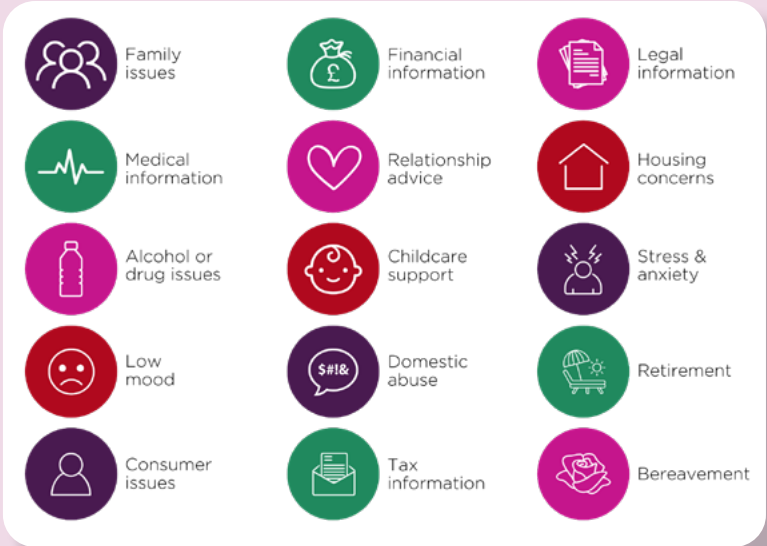
Prioritise the engagement and wellbeing of our people



Employee Wellbeing Support

Our Employee Assistance Programme (EAP), delivered by Health Assured, offers 24/7 confidential support for our employees.

The service provides expert guidance on a wide range of topics including:



Wisdom App

To further enhance our wellbeing offering, Wisdom has become a fundamental part of our EAP. This industry-leading digital wellbeing platform is available to all employees and has received great feedback from across the business.

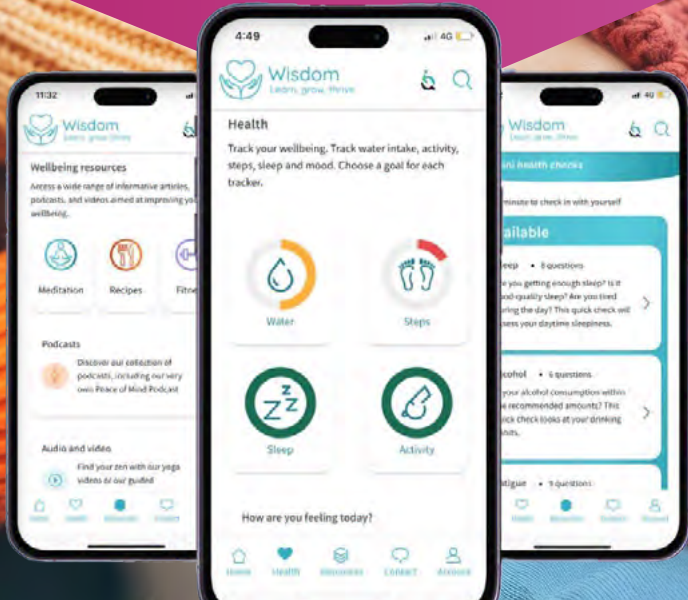
Wisdom includes:

Tools to track hydration, sleep, mood, and activity

Live chat support, available 24/7

A personalised dashboard to help you stay on top of your wellbeing goals

These resources form a comprehensive wellbeing support system designed to help our people thrive both at work and at home.



Mental Health First Aiders

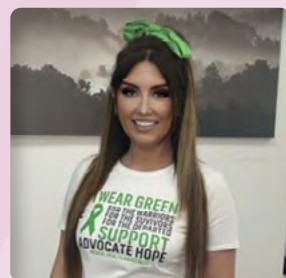
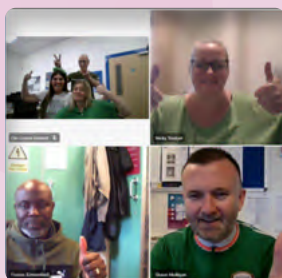
Our trained Mental Health First Aiders are a vital part of our wellbeing support network.

Each First Aider has completed accredited training to identify early signs of mental health challenges and provide immediate, non-judgmental support for their colleagues ensuring that mental health support is accessible, empathetic, and embedded in our culture.

 **53**
Mental Health First Aiders

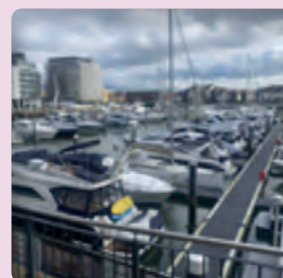
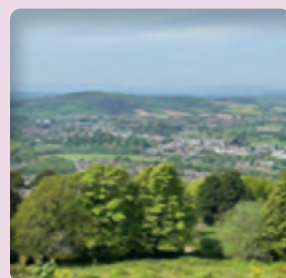
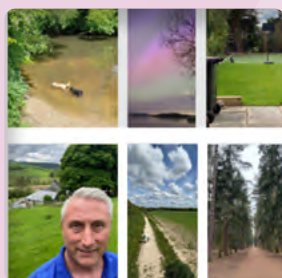
Mental Health Awareness Campaigns

We mark key awareness movements that help foster a culture where mental health and wellbeing are actively supported. Here's a snapshot of our initiatives that aim to encourage open dialogue and conversation around mental health:



'Wear It Green' for Mental Health Awareness Week

A visible show of support that encouraged open conversations and helped reduce stigma around mental health.



Moving More for Mental Health

This campaign inspired colleagues to take walking breaks and share photos, highlighting the positive impact of movement on mental wellbeing.

Menopause Friendly Employer



8 Menopause Champions

Our trained Menopause Champions play a key role in fostering open conversations and providing meaningful support. They meet quarterly to share insights, raise awareness, and ensure accessible resources are available to all colleagues.



Marching Through March

Now in its fourth year, our annual Marching Through March challenge has become a much-anticipated highlight of our wellbeing calendar.

This month-long initiative encourages colleagues to boost physical activity, improve mental wellbeing, and strengthen team spirit, all while having fun and working toward a shared goal. Pinnacle's brilliant data team worked hard behind the scenes to create the very popular interactive Marching Through March dashboard. Their efforts allowed participants to track up to date individual and team distances and progress throughout the challenge.

This Year's Highlights



Collectively walked over

42,782 km



'Wear Red' Mini Challenge in support of Red Nose Day, adding a fun and meaningful fundraising twist to the month



£1,995

raised for various charities through participants' own fundraising efforts

The challenge received an average rating of 4.5 out of 5



170

colleagues participated



70%

said the challenge helped strengthen their connection with co-workers



What participants liked most about the challenge:

I love the competition and a reason to try and be more active. It really holds me accountable.

- Elizabeth Thompson, Site Support Manager

I have participated in the Marching Through March challenge multiple years and have enjoyed it each time. Each year, I make an improvement on the last, which is motivating. I also appreciate how it has encouraged me to take a walk during my lunch break - a habit I plan to continue.

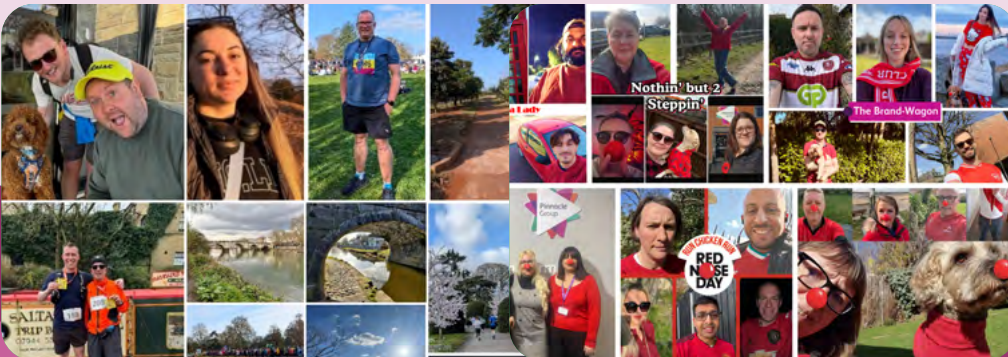
- Francesca Obertelli, Commercial Assistant

Love the challenge, the competition and the benefits of getting out into the fresh air on a daily basis!

- Greg O'Brien, Divisional Managing Director

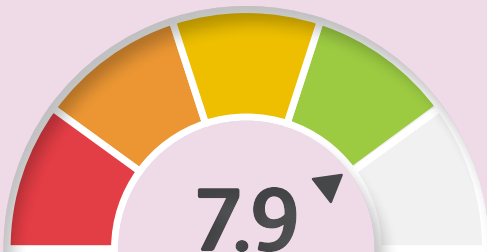
Motivation to take up a challenge, team work and I also sponsored two charities are great benefits. It is nice that Pinnacle is focusing on wellbeing and health of staff.

- Waqas Sohail, Contract Monitoring and Compliance Officer



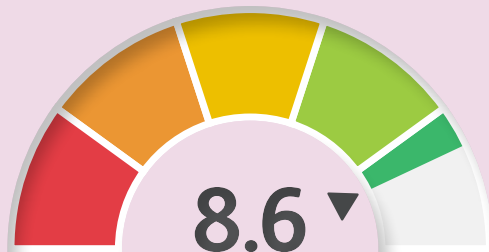
Provide equal opportunities for all to realise their ambitions

Satisfaction with Development



(FY24: 7.6/10)

Satisfaction with Inclusion



(FY24: 8.2/10)



12%

of all new hires were filled through internal recruitment, helping our people grow in their careers.

With 45% of management roles held by women and 79 nationalities represented across our workforce, we're building a culture that celebrates diversity, champions inclusion, and empowers every individual to thrive.

Apprenticeships Training Programme

In FY25, 92 employees were enrolled in an apprenticeship programme, with 15 successfully completing their apprenticeships during the same period.

Delivered in partnership with LearnPlus, the programme supports colleagues in gaining recognised qualifications and progressing their careers. It combines online learning, written assignments, and practical on-the-job training, all guided by a dedicated tutor. We've received another year of great feedback from our people, reinforcing the value and impact the programme has in helping them realise their ambitions.

Starting my apprenticeship with Pinnacle in November 2022 was a turning point in my career. The apprenticeship has not only deepened my understanding of housing law and legislation but is also helping me grow personally and professionally. Balancing full-time work and study has been challenging, but the support from my manager and team has made all the difference. I've learned to manage my time, set realistic expectations, and stay resilient. I look forward to completing my apprenticeship and I'm proud to be part of a company that invests in its people and offers meaningful opportunities to learn and succeed.

Satveer Mann

Area Manager (Homes)

Employer of the Month

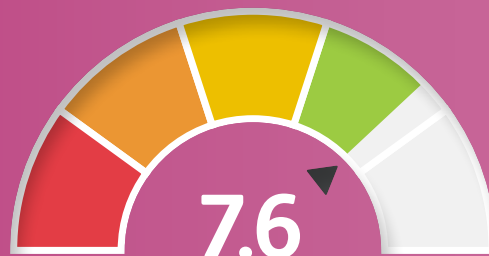


Pinnacle was named Employer of the Month by LearnPlus Us, recognising our strong support for apprentices and commitment to career development.

The nomination described us as a well-organised and knowledgeable employer who effectively supports learners and line managers with learning and development at the forefront of career pathways.

Empower, value, and recognise our people

Satisfaction with Recognition



(FY24: 7.3/10)



66

colleagues and teams received recognition, either through awards or being shortlisted



Disability Confident Employer

We're proud to be a Disability Confident Level 1 Employer, reflecting our commitment to building a more inclusive workplace and supporting colleagues with disabilities.

Championing the Armed Forces Community



We advocate for those who serve and support our nation.

Through the Pinnacle Armed Forces Network (PAFN), our dedicated Employee Resource Group, we provide a business-wide community for veterans, reservists, military families, and allies. Our tailored recruitment and ongoing support help Armed Forces colleagues transition into civilian roles and thrive at Pinnacle. We recognise the valuable skills and experience they bring and help harness these across our teams.

Armed Forces Covenant Reaffirmation Ceremony



In November, we reaffirmed our commitment to the Armed Forces Covenant through a formal ceremony. As part of this reaffirmation, we extended our pledges to include additional commitments in support of the LGBT+ community and cadet volunteers.



“

As a business it is important for us to be advocates for those who protect our nation, and we are very proud of all our colleagues who are a part of the UK's Armed Forces community.

We realise the responsibility we have to provide this community with an effective path into meaningful employment and to ensure a supportive environment which is reinforced by colleagues who genuinely care about their welfare and realise the value of their skillset. We are on a mission to make a difference and our Armed Forces Network is crucial to us.

Perry Lloyd
Chief Executive

”

Pinnacle Impact Awards

To celebrate the success of our teams, we held our annual awards ceremony in December. Colleagues came together to recognise and celebrate the dedication, talent, and hard work of our people.

“ This year’s Impact Awards celebrated the individuals who go above and beyond to live our values and make a difference. From driving positive change to supporting their teams and communities, the winners exemplify what it means to be part of Pinnacle. Their dedication and impact are a powerful reminder of why recognising our people matters.



Perry Lloyd
Chief Executive

”



150
employees
attended



37
finalists



£20,450
awarded in total

The Award Categories



**Employee
of the Year**

**JANET
ADAMS**



**Manager
of the Year**

**SWARNA
RAGU**



**Team
of the Year**

**KENTON
& TONY**



**Commercial
Impact Award**

**JULIE
IMPEY**



**Protect Our
Planet Award**

**ANDRA
STOICANESCU**



**Extra Mile
Award**

**JAYNE
RUMBLE**



**Innovation/Service
Improvement of the Year Award**

IKRAM-UL HAQ



Awards All Year Round

We celebrate colleagues across the group through a variety of recognition programmes all year round, including:

1

GEM Awards (Going the Extra Mile)

2

Employee of the Month

3

Team of the Month

4

Star of the Month

These awards honour individuals and teams who consistently demonstrate behaviours aligned with our Pinnacle values.



Employer Recognition Award

24 years of recognition

Pinnacle is proud to have been awarded Silver status from Investors in People (IIP)—a recognition we've maintained for 24 years. This long-standing accreditation reflects our commitment to valuing and recognising our people, supporting their growth, and creating a workplace where everyone is empowered to make a meaningful impact.

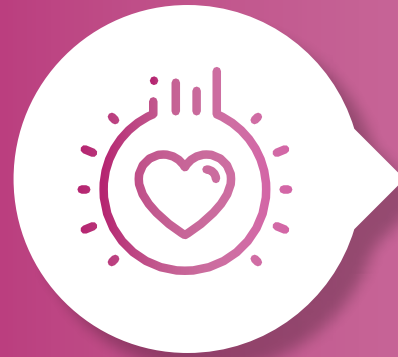


Honouring Armed Forces Week

To mark Armed Forces Week, Pinnacle hosted events across key offices, spotlighting the experiences of military-connected colleagues and encouraging participation in the #SaluteOurForces campaign. Through storytelling, learning sessions, and fundraising activities, we showed how we support our Armed Forces colleagues and the Armed Forces.



Looking Ahead We Will:

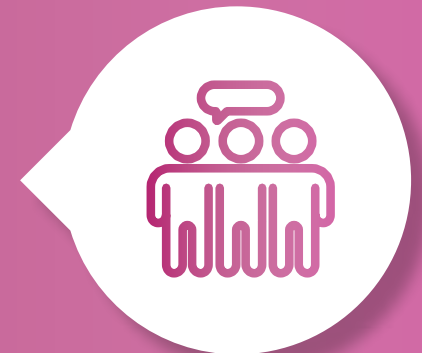


01 Improve Employee Experience

by launching a new induction and onboarding process and streamlining employee lifecycle processes.

02 Launch a Leadership Pathway

to support new and aspiring managers in building the skills, mindset, and confidence to lead resilient, high-performing teams.



03 Evolve Our Recognition Culture

to ensure more colleagues can be celebrated for living our values and making a meaningful impact.



Community Impact

Always placing the public at the heart of our services, creating healthier, safer and more resilient communities where people want to live and can thrive.

Commitments



Support impactful causes to provide help where it matters most



Bring employment opportunities to the local community



Contribute to the health and wellbeing of communities through education and initiatives



Claire Kober

Managing Director, Homes

“

This year, our dedication to community impact has been defined by meaningful action and lasting impact. Across the homes, neighbourhoods and workplaces we serve, our teams have continued to lead with purpose – helping communities thrive.

Under our Community Impact ESG pillar, we've completed a diverse range of initiatives that bring our commitments to life. From fundraising for vital causes and hosting inclusive events to delivering essential support to families, our teams have consistently gone above and beyond. These efforts are not one-offs, they reflect a growing, organisation-wide dedication to social value and lasting community wellbeing.

We've worked hand in hand with our key partners helping them extend their reach and depth of the vital support they provide. We've proudly backed numerous charities, spanning children's hospices, food banks, homelessness services, and educational programmes, through donations, volunteering, and fundraising.

As we look ahead, we remain focused on deepening our impact, strengthening our partnerships, and expanding our reach, continuing our purpose to transform communities and change lives.

”



Support impactful causes to provide help where it matters most



1,800+

Hours volunteered to causes that make a real difference



£125,000+

Raised and invested to support meaningful causes through a combination of direct contributions and successful fundraising efforts



20+

Charities supported

3 Key partnerships:

- Combat Stress
- Homeless Street Angels
- WildHearts

...and more to come



£11,045

Raising Funds for Wiltshire Children's Hospice



Our Swindon team helped raise £11,045 for Julia's House, Wiltshire Children's Hospice by volunteering for their annual Christmas tree collection. The hospice supports the families of seriously ill children in Dorset and Wiltshire. Toys and gifts were also donated to bring festive cheer to the children.



£1,200

Uniting the Community for BBC Children in Need



Our North London Schools team raised £1,200 for BBC Children in Need by hosting a Pudsey Bear Treasure Hunt at Enfield Town FC Stadium. The fun, family-friendly event brought the local community together in support of the charity that funds vital support for children struggling with challenges caused by mental health, poverty, social inequality and family-related issues.



£18,800+

Fundraising for Forgive Me Not Children's Hospice



Over £18,800 was raised for Forgive Me Not Children's Hospice through a range of fundraising efforts. This included our annual Golf Charity Day which brought together 96 golfers, as well as festive raffles organised by our Morley team. Prizes for the raffles included concert tickets and a signed football shirt. The charity delivers vital support to children with life-shortening conditions and their families across West Yorkshire, helping them make the most of every moment together.



100+ hours

Volunteering for The Felix Project

This year we volunteered 104 hours, supporting countless families. For the past six years, two Pinnacle staff members have volunteered one hour each week to support food distributions at Starks Field School as part of The Felix Project where parents can select from the food bank after school. This initiative provides families with access to essential food supplies after school through consistent, hands-on support from volunteers.

3 Years Working Together

COMBAT STRESS

FOR VETERANS' MENTAL HEALTH

The UK's leading charity for veterans' mental health and our chosen partner for Pinnacle Service Families.

This year, we
proudly raised
£11,700
for Combat Stress

This contribution supports their vital work helping former servicemen and women facing mental health challenges.



Trekking the Dorset Coast

Staff from our operational teams completed the Dorset Coastal Trek, tackling the scenic yet demanding trails of Durdle Door and White Nothe. **Their efforts raised over £2,000.**

£2,000+



Running Edinburgh Half Marathon

Rosie Davenport, Communications Director, completed the Edinburgh Half Marathon, **raising over £1,000.**

£1,000+



Walking the Swale Way

Sarah Chapman, Customer Satisfaction & Insight Manager, and her son completed a sponsored walk along the Swale Way in the Yorkshire Dales, **raising over £1,000.**

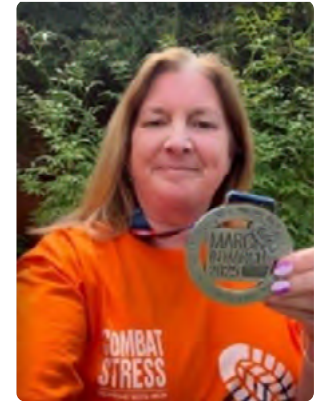
£1,000+



Completing 3 Races Covering 90 Miles

Tina Smith, Senior Housing Officer, completed three races in eight weeks, covering 90 miles and climbing over 8,000 feet, **raising £1,350.**

£1,350



Taking on the Marching Through March Challenge

Claire Beatley, Project Lead Support, took part in our month-long Marching Through March challenge. She used the opportunity to raise funds for Combat Stress, successfully **raising £750.**

£750





Homeless Street Angels

6 Years Supporting the Homeless in Leeds

Our partnership with Homeless Street Angels continues to provide meaningful support to individuals experiencing homelessness in Leeds City Centre. We've supported the charity in many ways that help advance their vital mission, from financial contributions to hands-on involvement throughout the year.

This year a Charity Firewalk fundraising event was held, which brought the community together for a powerful evening of awareness and support. The event included a community barbecue, with a selection of food items donated by Pinnacle for all to enjoy.



WildHearts

6 Years Driving Impact Together

This year our partnership with social enterprise WildHearts positively impacted

275 lives



By sourcing all our office supplies from WildHearts Office, we ensure that all account profits are reinvested into initiatives that put people and planet first.

Initiatives including, supporting UK school and education programmes, empowering women in low-income countries through enterprise, education and health initiatives, and promoting sustainability by teaching the UN Sustainable Development Goals (SDGs).



Award Winning Impact

Winners of the Social Value Champion Award

Recognised for our collaborative work with Metropolitan Thames Valley Housing, we won the Social Value Champion (Excellence Award) at the SVLG Supply Chain Awards, celebrating the positive impact we deliver in our communities.



48%

colleagues
live within 5
miles of where
they work

68%

colleagues
live within 10
miles of where
they work

Bring employment opportunities to the local community

450+

hours of hands-on experience
made available through work
placements, taster sessions, and
apprenticeships.



With operations in over **200 locations** across all four nations of the UK, we are deeply embedded in the communities we serve. By supporting local employment, we create meaningful job opportunities that contribute to economic resilience and social value.



I've worked at Pinnacle for 14 years, living and working in the London Borough of Lambeth. I started as a cleaner and now work as a Contract Manager. I've always felt a strong sense of belonging living and working in my community. For the past four years my team and I have supported the local food bank by delivering food each week to residents who need support. It gives me real pride to know we're making a difference in the community I live and work in.

- **Monica Dutu, Contract Manager**



I feel valued by residents when I'm out in my community, and it motivates me to do my best. This highlights the positive interactions between employees and residents and their impact on employee morale. The company's support for local events and charities makes me feel proud to be a part of this organisation. This reflects a sense of pride in the company's community engagement efforts.

- **Douglas Din, Estate Caretaker**



Working in my local community brings me joy and fulfilment, knowing that our time, skills, and resources can make a positive impact and help build a stronger, safer, and more connected community. Recent ESG projects have included volunteering at the food bank, supporting vulnerable residents with grounds maintenance, and helping at the local church. Ultimately, it's about showing up and caring, because when a community thrives, everyone benefits—and trust and respect grow with residents and within the community I live and work in.

- **Andra Stoicanescu, Contract Manager**



Contribute to the health and well-being of communities through education and initiatives



13,300+
Community Members
Engaged



1,100+
Community Initiatives
that support health & wellbeing



Kirklees Extra Care Scheme



12 Years of Dedicated Management

Under our Excellent Homes for Life contract, we've proudly managed three purpose-built Extra Care sites in Kirklees for over a decade, supporting assisted living with tailored social, physical, and emotional care.



Highlights of some of the Initiatives we held:



Hate Crime Awareness Event

In partnership with West Yorkshire Police, the event at Woodland Court promoted inclusivity and community safety by raising awareness about hate crimes.



Summer Community Engagement

These events offered support during the cost-of-living crisis, with fun activities and events for our tenants.



Festive Celebrations

Residents across our 3 sites enjoyed carols by local schoolchildren, visits from Father Christmas, and personalised Christmas cards.

Myatt's Field North Community Centre

Located at the heart of the Oval Quarter, our Myatt's Field North Community Centre serves as a vital resource, delivering a wide range of services that support, engage, and empower residents.

12,000+

residents took part in a wide range of community-led projects this year

A Hub for All

24 hours

of financial advice surgeries delivered

1,600

parents and children attended family martial arts

1,360

young people attended sports coaching and youth leaderships initiatives lead by Fight4Change

1,200

local children took part in our half term activity camps



The centre delivers a diverse programme of workshops and activities designed to foster inclusive learning, enhance wellbeing, and cultivate meaningful social connections for all.



183

residents accessed services through quarterly visits from the Health and Wellbeing Bus, which brought vital support directly into the community.



2,000+

residents benefited from the community pantry, which provides high-quality, low-cost surplus food to those facing food insecurity, helping ensure no one in the community goes without.

Ruscoe Road Sheltered Scheme





1,300+
Community
Members Engaged

This year, our community offer expanded at Ruscoe Road Sheltered Scheme, supporting resident wellbeing through regular social events, fitness classes, arts and crafts, and digital inclusion classes.



100+
Events
Delivered

With support from Newham Council's People Powered Places funding, we delivered over 100 activities, including a highlight trip to Brighton that fostered connection and community spirit, contributing meaningfully to the health and wellbeing of residents.

Looking Ahead We Will:



01 Launch a Corporate Volunteering Programme

to empower our employees further to support the community.

02 Deepen Our Support for Local Communities

by championing local initiatives and tailoring our efforts based on local needs analysis to ensure relevance and impact.



03 Continue Measuring Community Impact

using the TOMs framework helping us track progress, improve outcomes, and strengthen our impact.





Protect Our Planet

Removing carbon, reducing pollution and considering all aspects of how we do business through a zero harm lens.

Commitments



Reduce our carbon footprint to net zero



End procurement of all environmentally harmful substances where sustainable products and materials exist



Collaborate with our colleagues, customers, and communities on how to actively protect the environment



Paul de Kock

Head of Projects and Governance

“

In FY25, our commitment to protecting our planet remained steadfast. We advanced several key projects including Project Electricity, Project Green Energy, and Project Switch, each designed to support our Net Zero ambitions. These projects are helping to build the foundation for a more sustainable future.

While this year presented complex challenges in reducing emissions, we recognise that progress is not always linear. Despite these hurdles, we are proud to celebrate several milestones, including a 100% increase in electric vehicles within our fleet, 48% green energy usage across our offices and depots, and 80% of cleaning chemicals now classified as sustainable products. These achievements reflect our ongoing efforts to reduce our environmental footprint and protect our planet.

Looking ahead, we view this moment as a chance to reflect, recalibrate, and strengthen our approach as our journey to net zero remains a central focus. We are committed to leveraging robust data to guide our next steps, drive meaningful change, and embed sustainability across every aspect of our operations.

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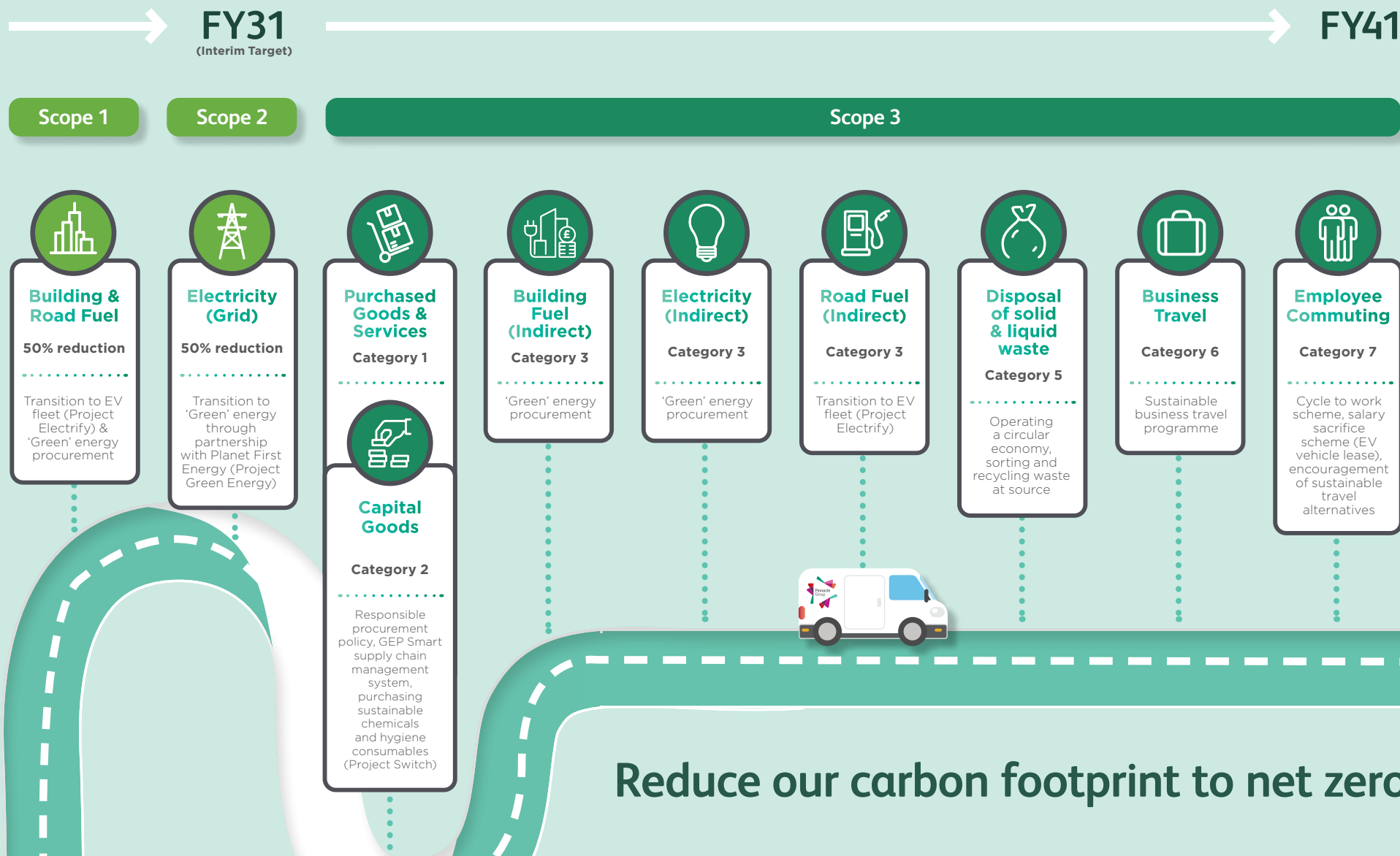




Our Plan to Net Zero

Our Plan to Net Zero sets out a clear strategic roadmap to achieving net zero in FY41.

This revised long-term framework is essential for guiding our decarbonisation efforts and ensuring we remain on track to achieving our Science Based Targets initiative (SBTi) aligned targets. It enables us to track progress, measure impact, and stay accountable as we transition to a net zero future.



Our FY25 Carbon Footprint

Year-on-Year Comparison (FY25 vs FY24)

This financial year, Pinnacle Group recorded an increase in total emissions, reflecting our continued growth and operational expansion.

The rise is linked to increased business activity, a larger fleet, more full-time employees, and changes in several emissions factors.



Revenue:
↑ 5%



FTEs:
↑ 4%



Total Emissions:
↑ 11%



Emissions per FTE (tCO₂e):
↑ 7%



Emissions per £1m revenue (tCO₂e):
↑ 6%

Baseline Comparison (FY20 vs FY25)

Since our baseline year (FY20), Pinnacle Group has grown significantly in scale and reach.

This expansion explains the increase in total emissions over the five-year period. However, we've made meaningful progress in reducing emissions intensity, demonstrating our commitment to sustainable growth.



Revenue:
↑ 94%



FTEs:
↑ 48%



Total Emissions:
↑ 23%



Emissions per FTE (tCO₂e):
↓ 17%



Emissions per £1m revenue (tCO₂e):
↓ 37%

These reductions in emissions intensity show that, despite our expansion, we are becoming more carbon-efficient against our Baseline in our operations.

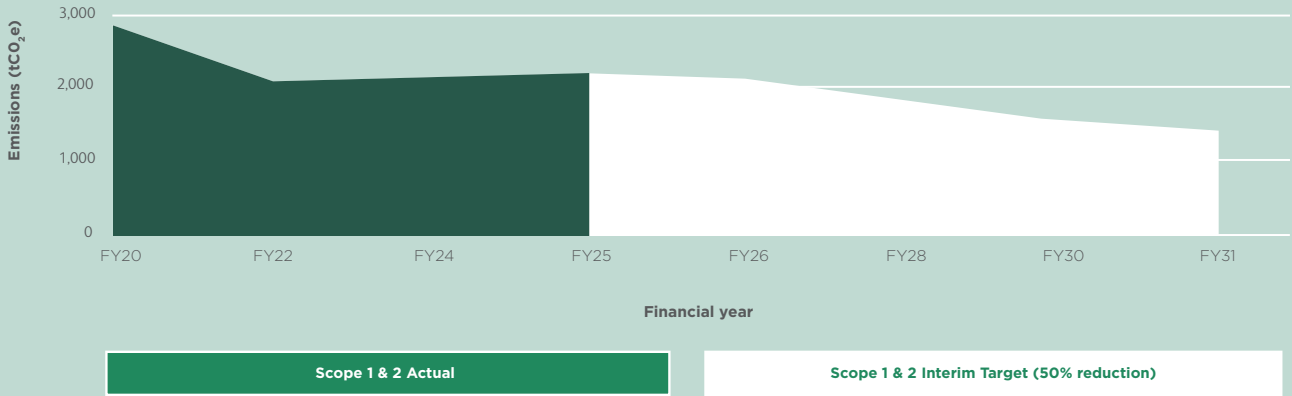
Our Emission Reduction Pathway

Scope	Source	FY20 (Baseline)	FY24	FY25
1	Building & Road Fuel	2,777	2,020	2041
2	Electricity (Grid)	35	84	103
3	Category 1, 2, 3, 5, 6, 7	11,242	13,415	15,096
Total Emissions (tCO ₂ e)		14,054	15,519	17,241

Pinnacle Group is committed to reducing Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 50% in FY31 and aim to achieve net zero across all emissions in FY41 compared to our FY20 baseline.

This includes a 95% reduction in Scope 1 and 2 emissions, and a 90% reduction in Scope 3 emissions, in line with the Science Based Targets initiative (SBTi) definition of net zero.

Scope 1 & 2 Emissions Reduction: Actual vs Interim Target



Key projects

Project Electrify (Fleet)

Electrification of the Group's fleet.

318

electric vehicles
now in operation,
representing a 100%
increase from FY24

44%

of our fleet is
electric, compared
to 23% in FY24

Project Green Energy (Electricity)

Migrating all end of term utility supply contracts to green energy across our offices and depots.

48%

of our energy
usage now comes
from renewable
sources, compared
to 34% in FY24



End procurement of all environmentally harmful substances where sustainable products and materials exist

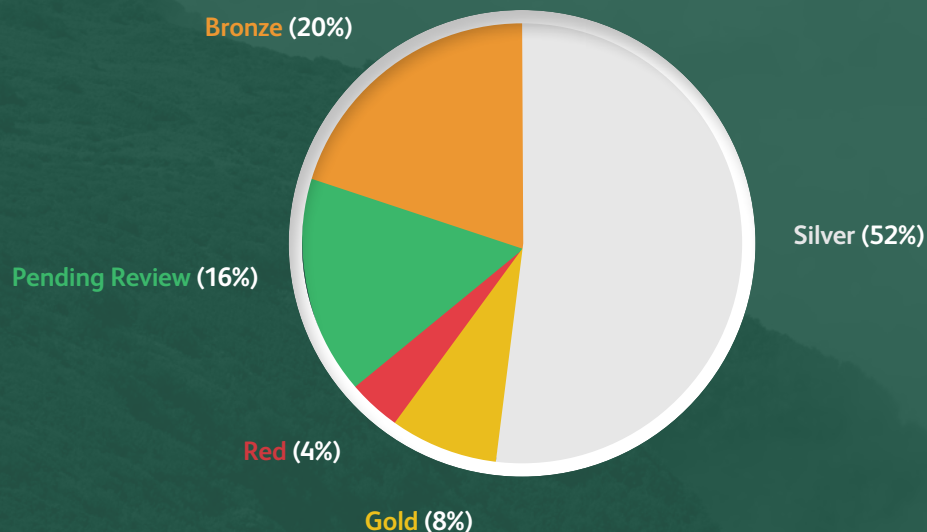
80%

of our products are now classified as sustainable, having earned bronze, silver, or gold ratings under Bunzl's Sustainable Solutions Product Award

16%

of our products are under review, as we work towards our goal of 100% sustainable products

Bunzl Sustainable Solutions Classification of Purchased Products



Project Switch (Supply Chain)

Project Switch is a nationwide sustainability benchmark for commercial cleaning and hygiene provisions, delivered in collaboration with Bunzl Cleaning and Hygiene Services (BCHS).

By the end of the financial year, we reduced the use of red flag chemicals to 4% total use, compared to 6% the previous year. We are actively working to remove the remaining chemicals still in use, replacing them with more sustainable alternatives, supported by full visibility through our Bunzl Spend Analysis dashboard. Bunzl offsets all emissions associated with our deliveries. In 2024, this resulted in 13.881 tCO₂e being offset.

Launching Our Consumables Committee

We launched our Consumables Committee to drive three key supply chain goals:

- Increase minimum order values to reduce emissions from deliveries
- Identify and eliminate red-flag chemical products
- Support the rollout of closed-loop plastic recycling across the business

Introducing GEP Smart

Our new supply chain management platform, launched to boost efficiency and ensure sustainability compliance. It provides detailed insights into supplier carbon footprints, enabling more accurate and timely emissions reporting.

Trialling ICE Cobotics

This year, we rolled out a trial of ICE Cobotics across several contracts. These autonomous cleaning machines operate without chemicals and use up to 70% less water than conventional methods, offering a more sustainable approach to cleaning.

Collaborate with our colleagues, customers, and communities on how to actively protect the environment



30+

Internal communications on environmental topics



260+

Hours dedicated to environmental causes through volunteering and hands on support for sustainability initiatives.

Inside Angle

Inside Angle, our monthly internal newsletter, showcases the meaningful actions taken across the business, aligning each initiative with one of our four ESG Pillars.

It serves as a central space to share updates on key sustainability topics, awareness days, and relevant legislation - keeping our colleagues informed and engaged. Through this newsletter, we highlight how our collective efforts contribute to a more responsible and environmentally conscious business.

Carbon Footprint Awareness Sessions

We continue to deliver tailored carbon footprint awareness sessions across our business divisions, empowering colleagues to actively support the environment. These sessions foster collaboration and deepen understanding of our carbon impact, helping teams identify opportunities for improvement and contribute meaningfully to our net zero strategy.



Battersea Park Clean-Up

During a three hour clean-up in Battersea Park, our Prince of Wales Drive team joined forces with residents and contractors to collect 12 full bin bags of litter. This collaborative effort not only improved the local environment but also demonstrated our shared commitment to sustainability and community action.



Kirklees Tree Planting

In partnership with Kirklees Council and with funding from the White Rose Forest, our local team planted 180 trees, including oak, birch, and hawthorn, to support local biodiversity and a greener future. This initiative reflects how we're working hand-in-hand with our communities to protect and enhance the local environment.



Preserving Local Habitats

Pinnacle Service Families team joined members from the DIO, Amey, and VIVO Defence Services at Foxglove Covert nature reserve to build 'leaky dams', natural structures that help manage water flow and protect local ecosystems. Supported by The Conservation Volunteers and The Foxglove Covert Foundation, this initiative strengthened our commitment to environmental stewardship.



World Oceans Day 2024

To mark World Oceans Day, ESG Champion John Gambrell led a beach clean-up in Hong Kong with his partner and a group of environmentally conscious Foreign Domestic Workers from the Philippines. Wearing Pinnacle gear, the team came together in a shared effort to support a thriving environment.



Revitalising Our Community Green Spaces

Our FM Team is enhancing green spaces across five communities, with three sites already transformed to reflect local needs. From bug hotels and bird boxes to new pathways and benches, these improvements promote biodiversity and wellbeing.

Looking Ahead We Will:



01 Commit to and validate our Science-Based Targets

with the Science Based Targets initiative (SBTi) when organisational readiness is achieved.

02 Advance key sustainability projects

by continuing to progress initiatives that support our Net Zero strategy.



03 Achieve Net Zero in the long term

to contribute meaningfully to a more sustainable and resilient future.



Responsible Business

Doing the right things the right way, underpinning high quality decision making in all areas of strategy, performance and accountability.

Commitments



Be ethical, transparent and accountable in how we do business



Operate a quality assured business



Seek feedback (good and bad) from our clients and customers and respond positively



Nick Wright

Group Commercial & Legal Director

“

This year, we've continued to demonstrate what it means to be a responsible business. We've focused on driving progress in key areas that reflect our values of trust, respect, challenge, involve and deliver excellence.

From extensive health and safety audits and champion-led initiatives to delivering over 1,000 hours of information security training, we've kept high standards at the heart of our operations, ensuring our teams are well-equipped, informed, and empowered to uphold responsible practices every day. Our broad list of industry accreditations and memberships, including ISO certifications, reinforces these high standards and provides reassurance to our clients, customers and other partner organisations.

This financial year, we launched GEP Smart to improve transparency in our supply chain and introduced a new Power Apps Hub to give teams quick access to essential information, support compliance, and automate key processes. Our evolving dashboards have made reporting clearer and more efficient across the group.

We've also placed greater emphasis on client feedback, using insights to celebrate success and drive continuous improvement. Listening to our staff, clients, customers, and other key stakeholders is essential to shaping services that truly meet their needs.

Looking ahead, we'll continue building on these foundations, driving our responsible business agenda with integrity, innovation, and responsiveness.

”



Be ethical, transparent and accountable in how we do business

Key Disclosures & Reporting

We demonstrate ethical, transparent, and accountable business practices through a series of key disclosures and reports.

This includes:



**Corporate
Governance
Statement**



**Principal
Risks &
Uncertainties**



**ESG
Performance
Reporting**



**Streamlined
Energy and Carbon
Reporting (SECR)**



**Energy Savings
Opportunity
Scheme (ESOS)**

Together, these reports provide clear and consistent insight into how we govern and operate.



Embracing The Future with AI

As part of our responsible AI strategy, we launched Microsoft Copilot in Edge to the Group, marking the first step in our journey to responsibly adopt generative AI. This tool enhances productivity and learning by enabling users to summarise, create, and explore content directly within their browser, helping to make our workforce more efficient and giving them more time to focus on the things that matter most.



Code of Conduct

Our Code of Conduct is a foundational element of our corporate governance framework. It sets out clear expectations for ethical behaviour, integrity, and accountability at every level of the organisation. More than a policy, our Code is a practical guide that empowers employees to make responsible decisions aligned with our values. It supports a culture of trust, transparency, and ethical business practices, helping us maintain high standards in everything we do.



Board Governance

Our Group Board meets regularly to provide strategic oversight, ensure accountability, and uphold the highest standards of corporate governance. Executive directors and non-executive directors review performance, assess risks, and guide decision-making in line with values and commitments.



Speak Up at Pinnacle

Speak Up at Pinnacle is a vital part of our governance framework, empowering our people to raise concerns safely and confidentially. The platform supports a culture of openness and integrity, ensuring that issues are addressed promptly and responsibly.

Employees can report concerns related to:

1

Business integrity

2

Fraud, bribery, and corruption

3

Environmental health and safety

4

Money laundering

5

Modern slavery

6

Other potential breaches of our Code of Conduct



Power Apps Hub Launch

This year, we launched our new Power Apps Hub, giving colleagues quick access to over 25 regularly used internally developed apps.

Designed to support compliance, automation, and access to key information, the Hub acts as a centralised platform that promotes transparency, strengthens governance, and empowers teams to solve business challenges more efficiently and responsibly.



GEP Smart Supplier Platform

This year, we launched GEP Smart as our centralised supplier management platform, streamlining approvals and ensuring all suppliers meet our standards.

The platform automates compliance tracking and helps monitor environmental impact, supporting transparency, strong governance, and responsible sourcing across our supply chain.



Inside Angle

Our internal newsletter, Inside Angle, helps keep colleagues informed and connected.

By sharing updates on projects, initiatives, and achievements, it promotes transparency, accountability, and alignment with our values and ESG pillars, fostering an open and engaged workplace.

Business Intelligence Dashboards

Our Power BI dashboards are a central hub for key business insights.

This year, our data team enhanced how we use data by expanding and refining performance dashboards, driving continuous improvement across the organisation.



In FY25

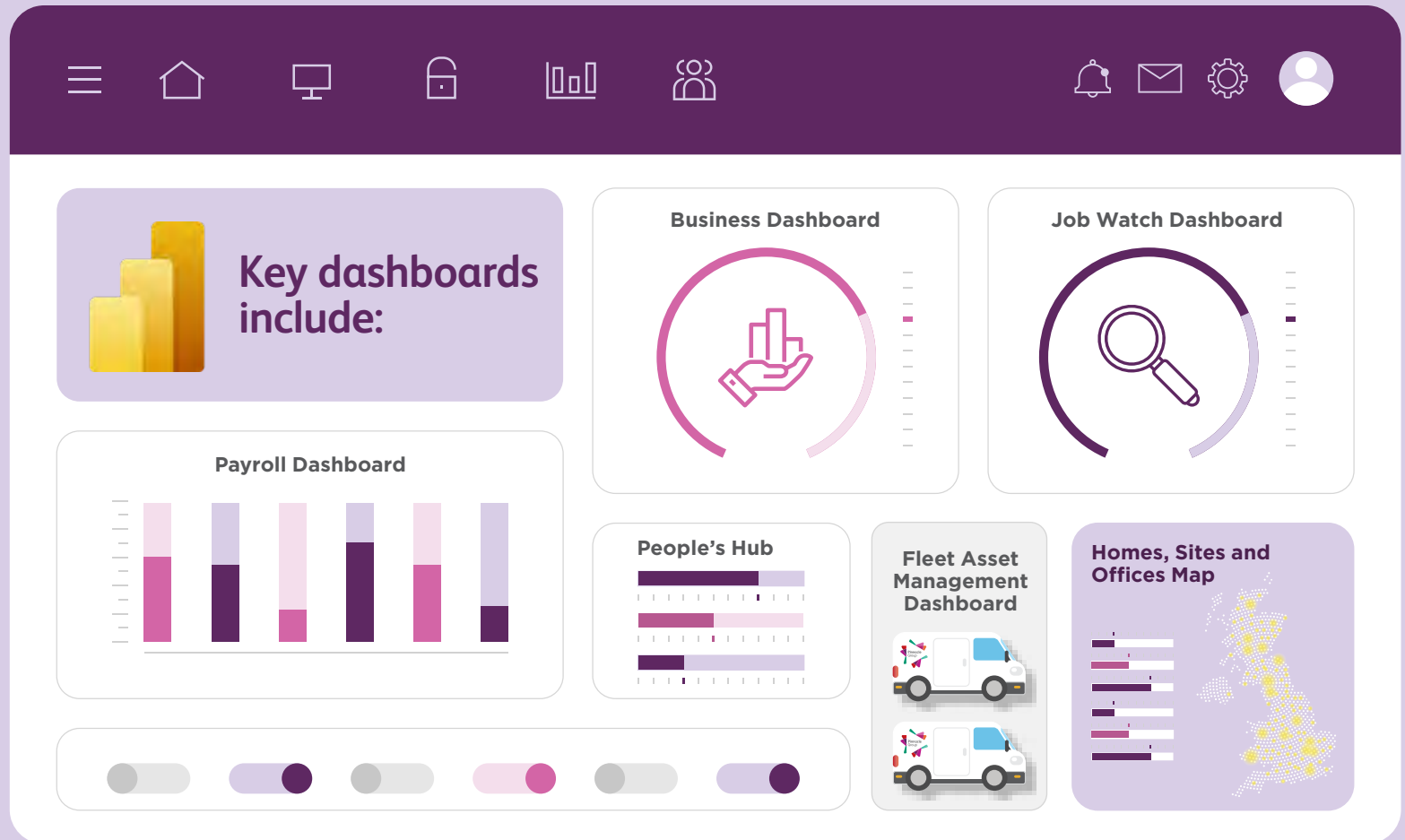
415

colleagues
accessed
our
dashboards



19%

increase
in usage
compared
to FY24



New Developments

During the year we released several new dashboards and enhancements designed to better support both our internal teams and our clients.

These include a new JobWatch client reporting tool providing real-time visibility into contract performance, job progress, and completion, enhancing transparency and communication with our clients; a new overtime submission and approval dashboard which allows employees to submit overtime via a dedicated app in Power BI; a new ICE cobotics dashboard to support our cobotics trials and tracks machine usage, run time, and water consumption, helping us monitor operational efficiency and environmental impact.



Operate a quality assured business

Accreditations and Memberships

We maintain a robust audit and accreditation programme to ensure quality, compliance, and good governance across our operations.

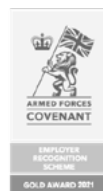
Our portfolio of accreditations and memberships including UKAS ISO certifications and Cyber Essentials Plus demonstrates our commitment to excellence and provides external validation. Alongside these external audits, we conduct regular internal audits using our compliance app to drive transparency and continuous improvement.

These credentials reflect our dedication to operating responsibly, securely, and to the highest standards.



58

Accreditations



Information Security

1,159 hours of information security training delivered in FY25

88% success rate on information security training

Protecting personal and corporate data is fundamental to maintaining trust with our clients, partners, and employees. It also underpins the delivery of a quality-assured service, ensuring our operations are secure, consistent, and compliant.

All employees receive fortnightly on-line training through engaging videos and scenario-based Q&A modules, keeping data protection front of mind. New starters attend a tailored induction covering our policies, their responsibilities, and practical ways to prevent data breaches.

Training performance is tracked via Power BI, with additional refresher training being provided where necessary, assigned to anyone falling below the minimum threshold, helping us maintain high standards across the business.



PSF achieves Secure by Design Award

Pinnacle Service Families (PSF) is proud to be the first DIO partner to receive the Secure by Design (SbD) Assurance Award, recognising our commitment to embedding cybersecurity from the outset of service delivery.

Health and Safety



Health & Safety Audits

This financial year, our Health and Safety team conducted **64 internal audits** to uphold safe and compliant operations.

Supported by our Health and Safety Audit app for tracking actions and follow-ups, these audits are backed by our ISO 45001 accreditation, reinforcing our commitment to internationally recognised standards and providing reassurance to clients, partners, and stakeholders.



Health & Safety Champions



12 dedicated health & safety champions

Our Health & Safety Champions play a vital role in fostering a strong safety culture. They receive regular training, attend committee meetings with our H&S team, and use their local knowledge to proactively identify potential hazards. Their contributions support effective risk mitigation at site level.



Incident and Accidents

Through proactive measures like internal audits and risk assessments, we work to eliminate hazards and reduce health and safety risks to our people, clients and members of the public.

While incidents may still occur, our structured process ensures they're reported, addressed, and learned from, helping to drive safety improvements across our workplaces and communities.



Launch of our RAMS App

This year, we introduced a new Risk Assessments and Method Statements (RAMS) App to enhance site-level safety planning. This internally developed app enables managers to localise RAMS for specific contracts, ensuring that known hazards are identified and appropriate control measures are in place. Our digital approach supports more responsive and tailored risk management across our operations.



Launching Toolbox Talk Translation App

To support clear communication and inclusive safety practices, we launched a new Toolbox Talk Translation App this year. Managers can now request translated Toolbox Talks from the Health & Safety team, helping ensure that essential safety messages are understood by all team members, regardless of language.

Supporting Professional Development

"This year I've been working towards my Level 6 National Diploma in Occupational Health and Safety Management. The qualification has strengthened my understanding of strategic risk management and supports Pinnacle's commitment to being a quality-assured business through robust, forward-thinking H&S practices."

- Rebecca Friday, Health & Safety Advisor



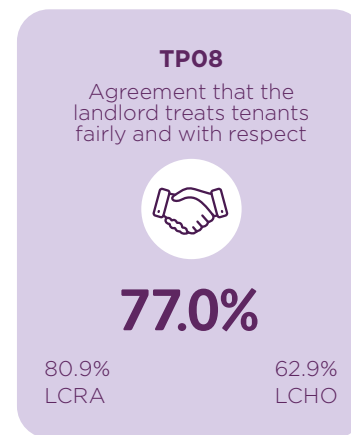
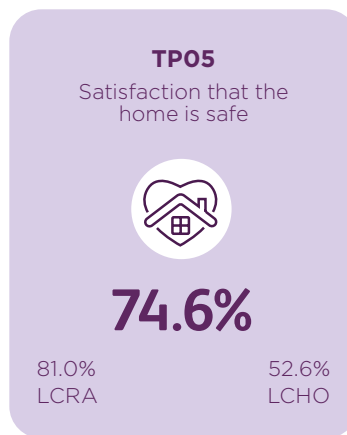
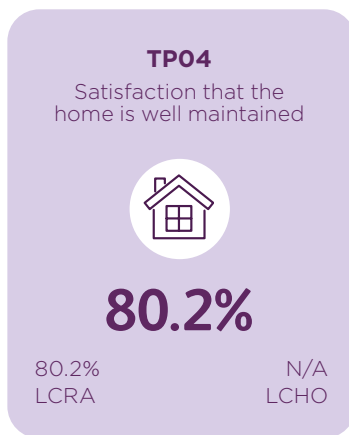
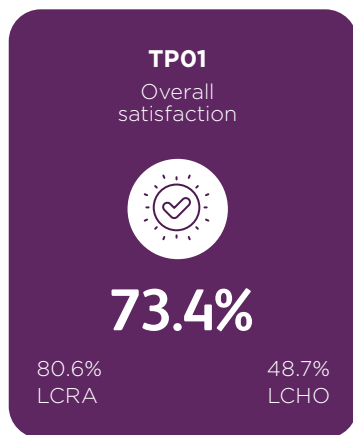
Seek feedback (good and bad) from our clients and customers and respond positively

Feedback Surveys

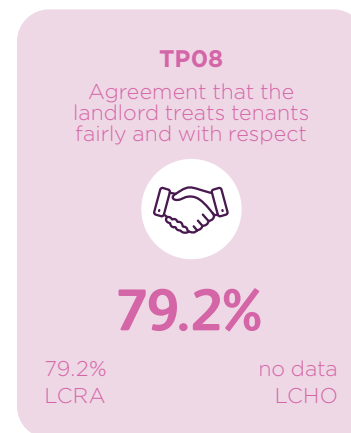
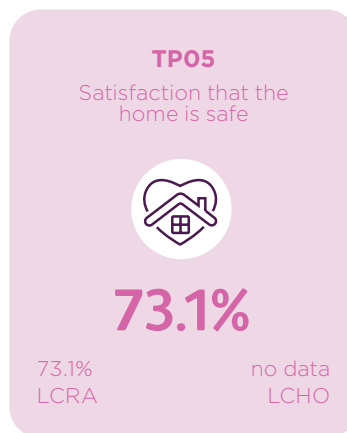
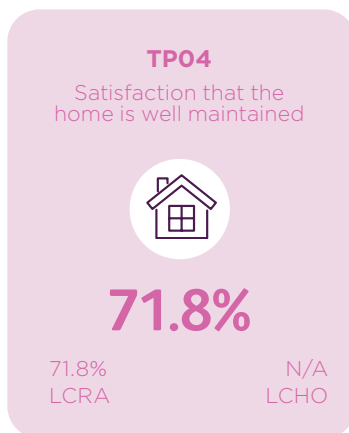
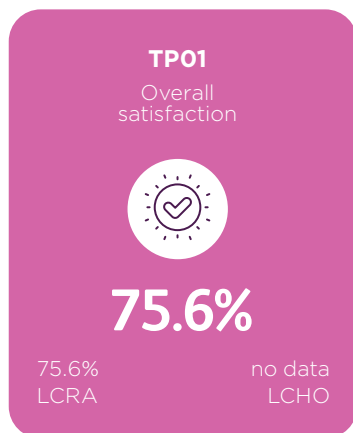
We actively seek client and customer feedback through surveys to better understand their needs and improve service delivery. Listening helps us ensure every interaction reflects our values and commitment to responsible business.

Here's a snapshot of some of our results from our embedded Registered Providers, Pinnacle Spaces and Pinnacle Affordable Homes.

Pinnacle Spaces



Pinnacle Affordable Homes



Customer Feedback

Customer feedback is a vital part of our continuous improvement process. We track and analyse complaints to identify trends, address root causes, and enhance service delivery. This ensures we remain responsive to client needs and uphold our commitment to quality.



ServiceMark

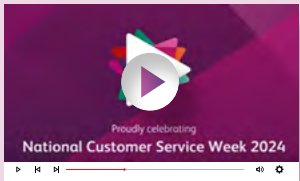
In FY25, we worked towards the ServiceMark accreditation from the Institute of Customer Service, demonstrating our commitment to delivering excellent customer service. During the initial phase, our Connect and NSC contact centres achieved strong satisfaction scores of 82.5% (client) and 80.2% (employee), both exceeding the sector average. Following this progress, we successfully achieved full ServiceMark accreditation in FY26.



National Customer Service Week

Exceptional customer service is at the heart of everything we do. To celebrate National Customer Service Week in October, we invited colleagues from across the business to share their perspectives on what outstanding service means to them. Their insights highlighted the passion, dedication, and care that define our approach to customer relationships, every day of the year.

 **Click to play video:**



Looking Ahead We Will:



01 Enhance our on-line staff training capability

by launching the new KnowBe4 platform, keeping it fresh, engaging, and the highest priority.

02 Strengthen our quality assurance framework

by transitioning to the UKAS accreditation standard.



03 Use client and customer feedback scores to drive continuous improvement

and deliver stronger year-on-year service performance.



ESG Impact Report 2025

Transforming Communities,
Changing Lives

