

Area of Wellbeing	Previous Position (Pre-2024)	Current Position (2024/25)	Measured Improvement
Occupational Health	OH support in place, but limited tracking on return-to-work outcomes	SEQOHS- accredited OH provider engaged; target return-to-work support with documented adjustment and improved liaison process	Strong compliance and support pathways
Mental Health Support	MHFA coverage limited; mental wellbeing resources not standardised	Expanded MHFA network; 24/7 mental wellbeing app with guided meditation, sleep support and personalised guidance.	Increased access and utilisation
Neurodiversity Support	Support for neurodiverse colleagues not formally structured	Dedicated neurodiversity services for colleagues and dependents	Inclusion and accessibility strengthened.
Private Medical Access	PMI available for some roles; limited upgrade options	PMI with self-funded upgrades for all eligible colleagues; alternatives Health Cash Plan for all other staff	Increase coverage flexibility
Financial Wellbeing (New 2025)	No structured financial wellbeing support in place	New financial wellbeing provider introduced. Results: 46% more aware of spending, 60% more aware of earning, 40% improved work performance, 46% stopped borrowing from friends/family	Direct measurable behaviour change
Self- Service Information	Wellbeing resources accessible via disparate channels	Centralised people pages SharePoint hub with full wellbeing services suite and benefits information, plus promotion of the Tooth Fairy dental care app, and additional discounts and vouchers for employees	Improvement accessibility, benefit awareness and engagement
Monitoring & Reporting	Diversity tracked informally; absence data partially	Anonymised MI on ill-health and absence trends used to inform targeted wellbeing action plans.	Data-driven decision making embedded

NEW EMPLOYEE HIRES & EMPLOYEE TURNOVER

WHOLE COMPANY (HARD AND SOFT SERVICES) TURNOVER

The below tables and graphs show the number of starters and leavers across both our soft and hard services populations (including our support teams). Measures include the following:

- Total number of starters, leavers and TUPE out across the course of the financial year
- Number of starters per month
- Total starters by gender
- Total starters and leavers by age range

GRI 401-1: Arcus FM total number of starters/leavers/TUPE out FY24

Total Starters	Total Leavers (excl. TUPE out)	Total TUPE out
1304	1260	63

GRI 401-1: Arcus FM starters by month FY24

Month	Starters (excl. TUPE in)
Apr-24	89
May-24	88
Jun-24	85
Jul-24	96
Aug-24	97
Sep-24	128
Oct-24	128
Nov-24	104
Dec-24	118
Jan-25	137
Feb-25	128
Mar-25	106
TOTAL	1304

GRI 401-1: Arcus FM starters by gender FY24

Gender	Starters (excl. TUPE in)
Male	837
Female	467
TOTAL	1304

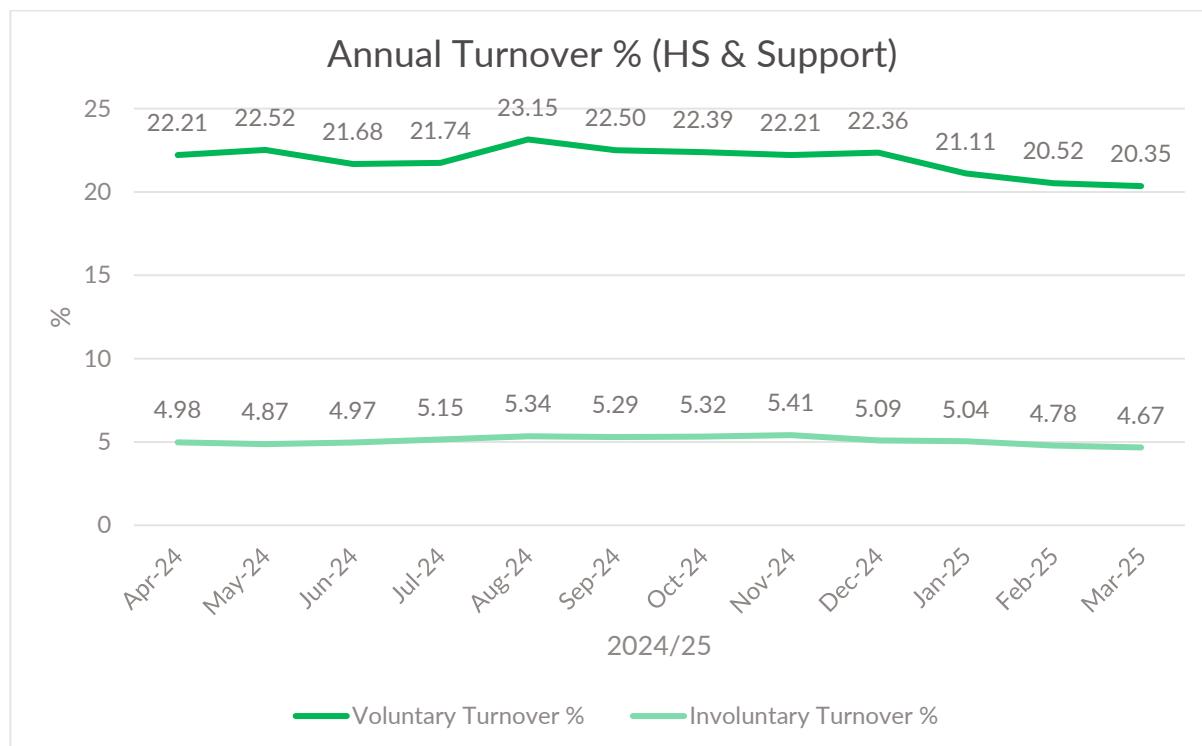
GRI 401-1. Arcus FM starters/leavers by age range FY24

Age	Starters (excl. TUPE in)	Total Leavers (excl. TUPE out)
17-29	405	302
30-50	614	562
51-86	284	396
TOTAL	1304	1260

GRI 401-1: Arcus FM Hard Services total starters and leavers FY24

Hard Services Total Starters (excl. TUPE in)	Hard Services Total Leavers (excl. TUPE out)
448	375

GRI 401-1: Arcus FM Hard Services annual rolling vol/involuntary turnover % FY 24.

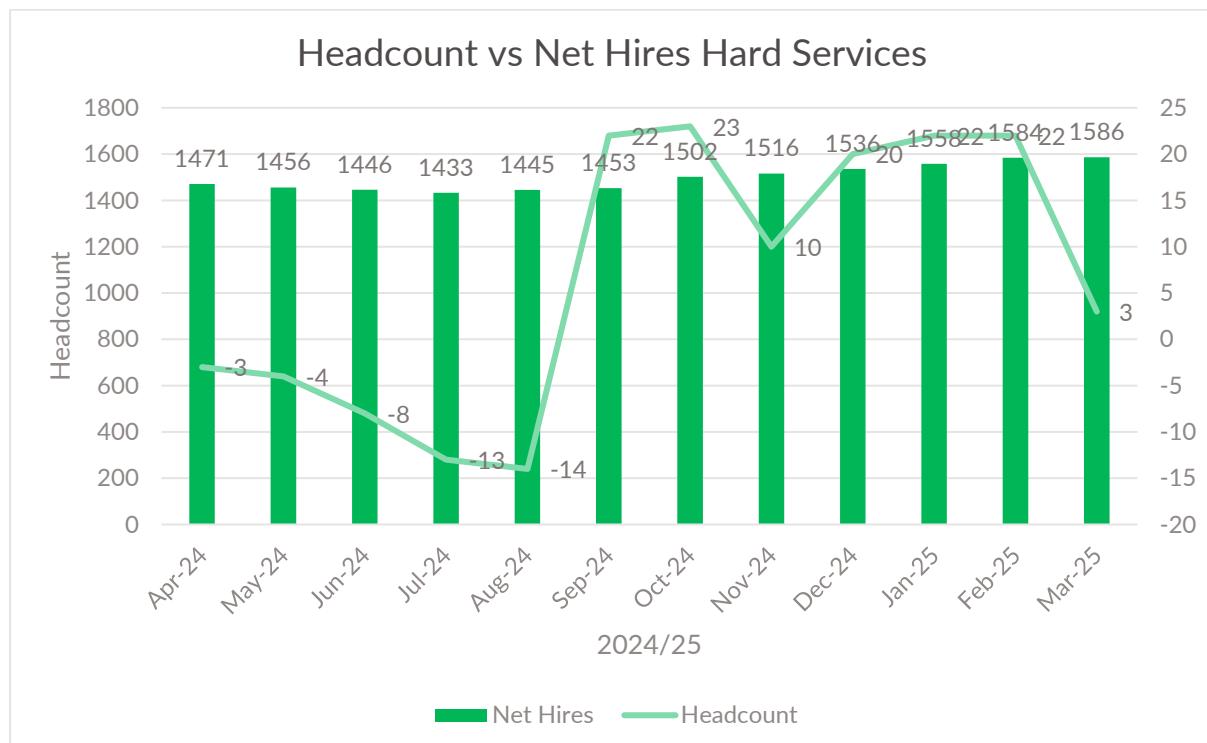


GRI 401-1: Arcus FM Hard Services headcount/ leavers/starters by month FY 24

Hard Services	Monthly Headcount	Starters (excl. TUPE in)	Voluntary Leavers	Involuntary Leavers	TUPE out	Net hires
Apr-24	1471	32	31	4	35	-3
May-24	1456	27	29	2	9	-4
Jun-24	1446	24	26	6	0	-8
Jul-24	1433	24	26	11	0	-13
Aug-24	1445	28	35	7	0	-14
Sep-24	1453	48	22	4	13	22
Oct-24	1502	52	20	9	0	23
Nov-24	1516	41	21	10	0	10
Dec-24	1536	47	24	3	5	20
Jan-25	1558	49	20	7	1	22
Feb-25	1584	44	21	1	0	22
Mar-25	1586	39	30	6	0	3

Figure below indicates significant growth in HC across the year with positive net hires highlighted throughout the first financial half of the year.

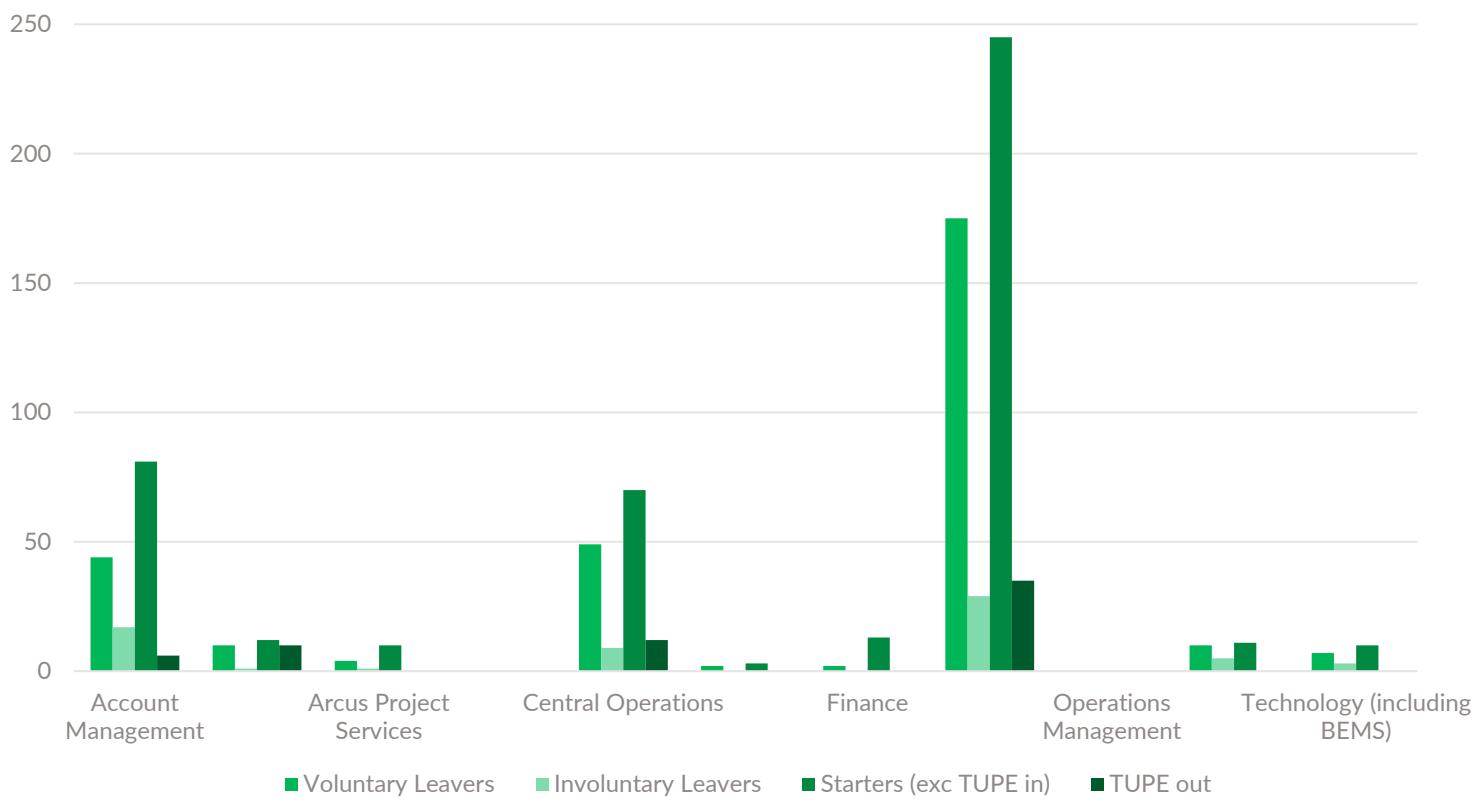
GRI 401-1: Hard Services headcount and net hires by month



This illustrates that mobile delivery, our largest segment within hard services, had the highest starters and leavers figures. While most areas of the business experienced significant growth, Account Management SSL exhibited slight decreases in headcount.

GRI 401-1: Arcus FM Hard Services starters/leavers/ TUPE out by department FY24.

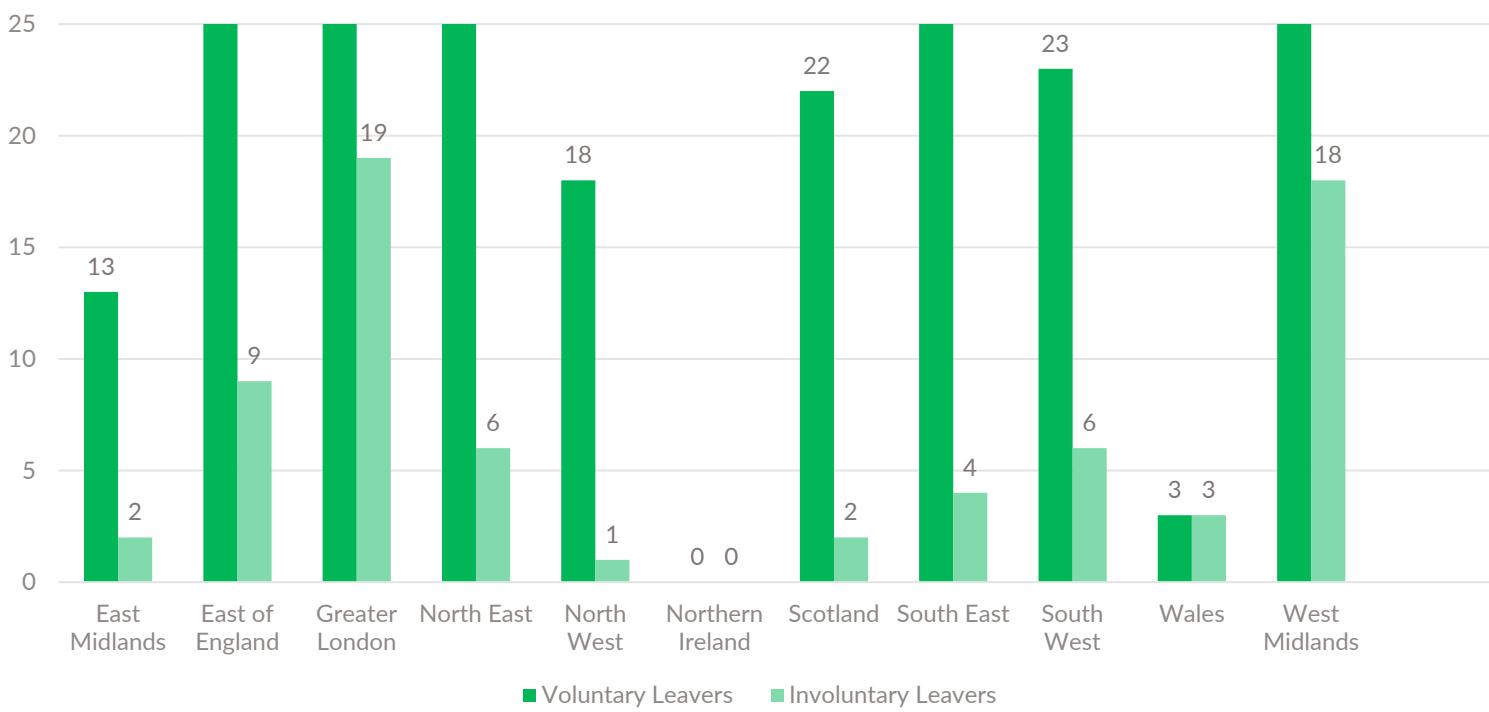
Hard Services - Starters, Leavers, TUPE out by department



This highlights the geographical regions where employees left the organization due to both voluntary and involuntary reasons.

GRI 401-1. Arcus FM Hard services voluntary and involuntary turnover by geographical region.

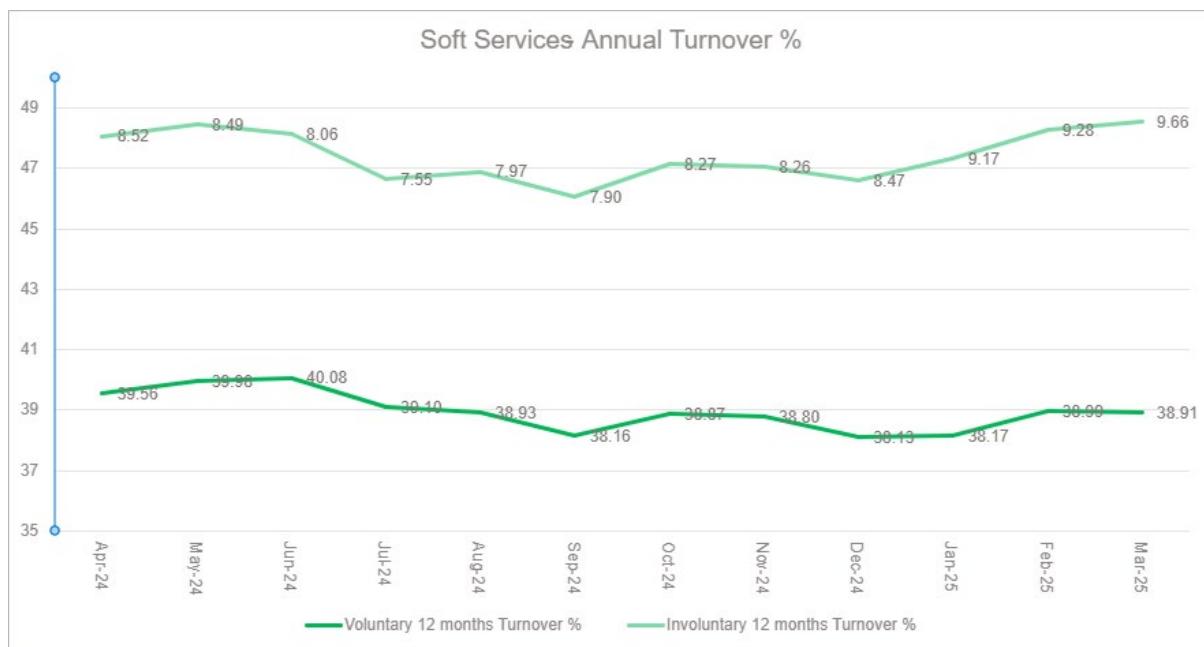
Hard Services- Voluntary and Involuntary Turnover by Geographical Region



GRI 401-1: Arcus FM Soft Services total starters/leavers FY 24.

Soft Services Total starters (excl. TUPE in)	Soft services Total Leavers (excl. TUPE out)
859	905

GRI 401-1: Arcus FM Soft Services annual vol/involuntary turnover % FY24.

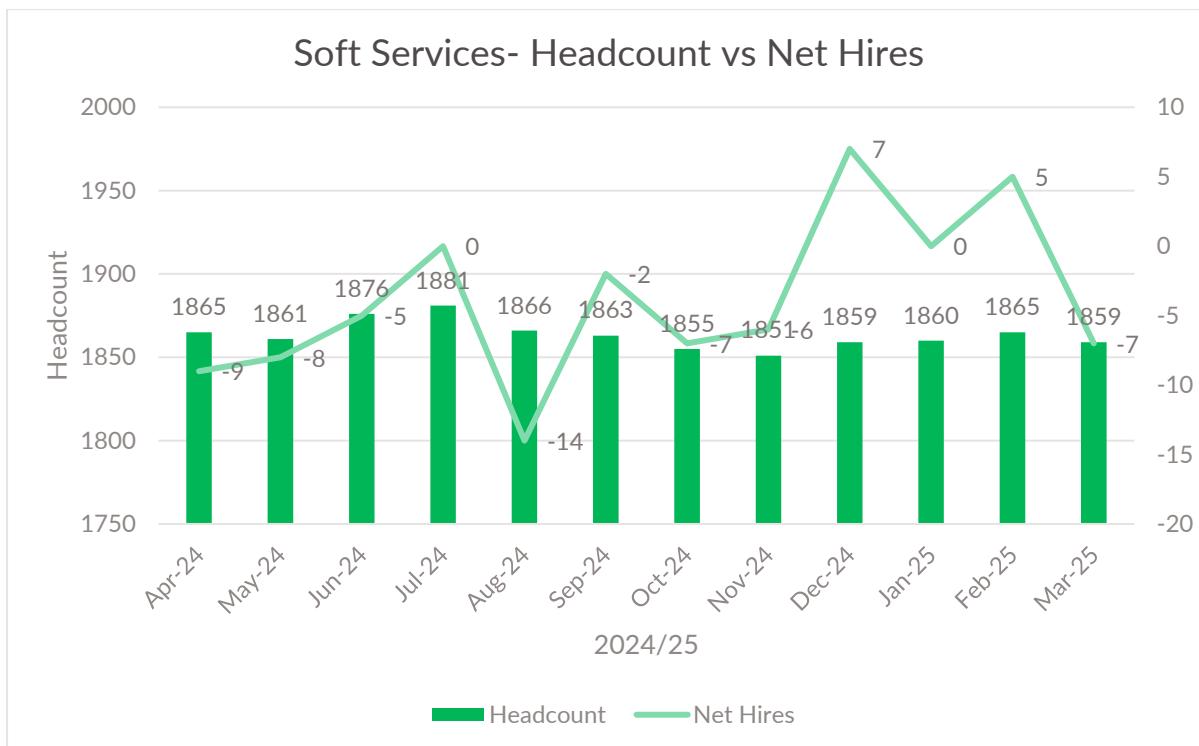


Turnover has remained steady across soft services across the course of the year across both voluntary and involuntary leavers.

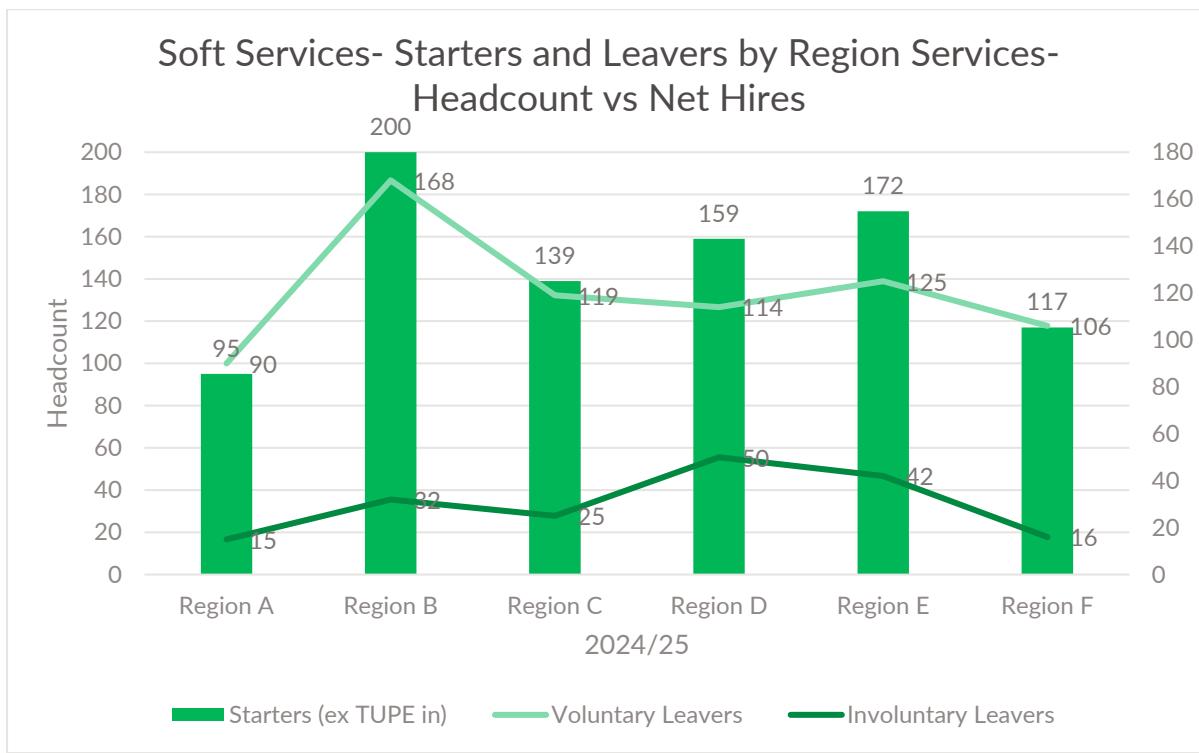
GRI 401-1: Arcus FM Soft Services headcount/ leavers/net hires by month FY 24.

Hard Services	Headcount	Starters (excl. TUPE in)	Voluntary Leavers	Involuntary Leavers	Net hires
Apr-24	1865	58	54	13	-9
May-24	1861	64	63	9	-8
Jun-24	1876	61	56	10	-5
Jul-24	1881	71	56	15	0
Aug-24	1866	70	64	20	-14
Sep-24	1863	82	67	17	-2
Oct-24	1855	79	68	18	-7
Nov-24	1851	63	61	8	-6
Dec-24	1859	72	55	10	7
Jan-25	1860	87	61	26	0
Feb-25	1865	85	68	12	5
Mar-25	1859	67	52	22	-7
Turnover %/ Avg HC	1863.42		38.91%	9.66%	-11
			Overall turnover %	48.57%	

GRI 401-1: Soft Services headcount and net hires by month

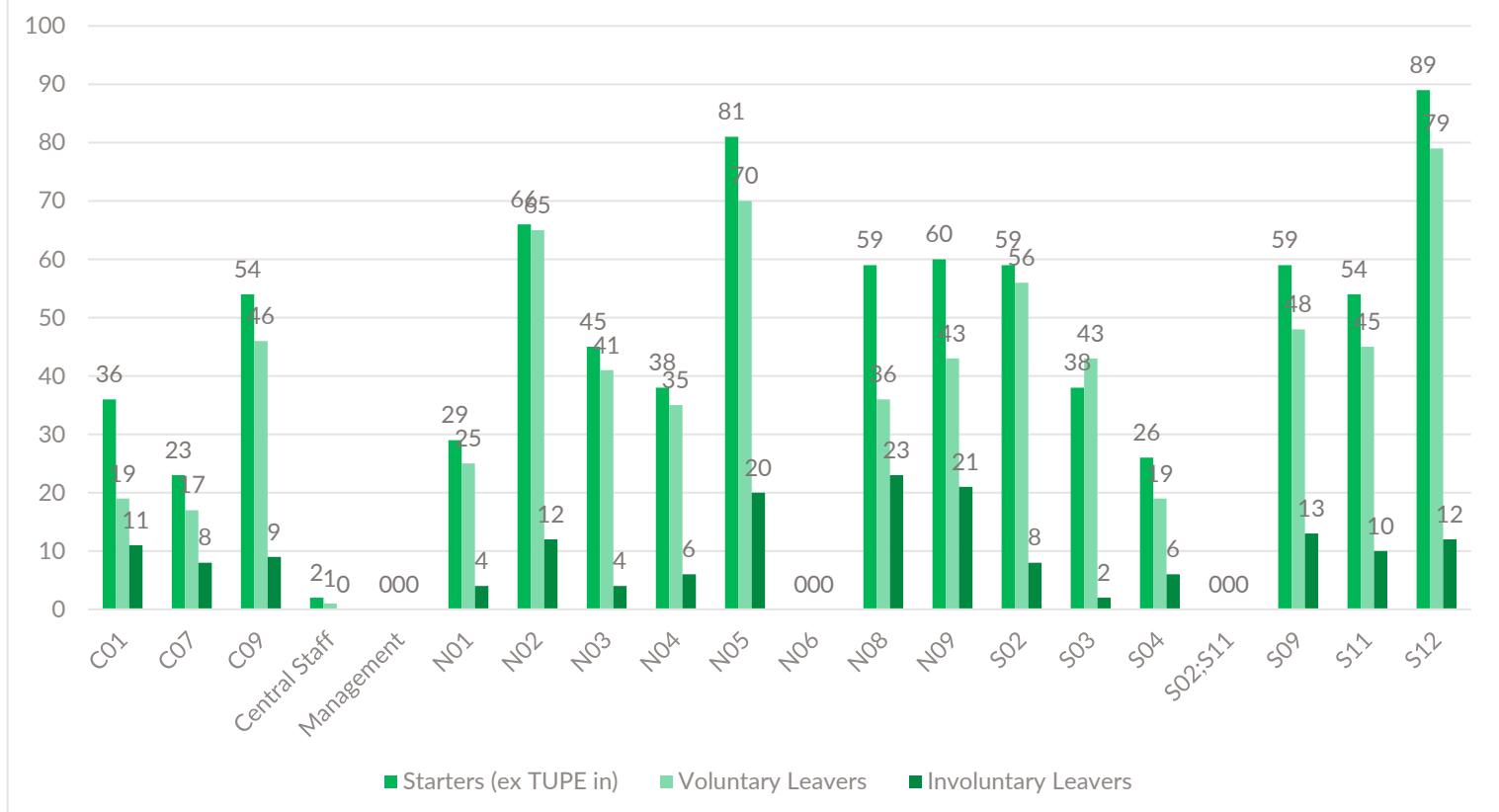


GRI 401-1: Soft Services starters/leavers by region



GRI 401-1: Arcus FM soft services starters/leavers by store numbers

Soft Services- Starters & Leavers by Store Number



PARENTAL LEAVE

Guidance A | All AFM Limited Employees by Gender

Gender	EEID Count
Female	1138
Male	2307
TOTAL	3445

Guidance B | Total Parental Leave taken by Gender

Attendance Category	Gender	EEID Count
Maternity Leave	Female	51
Paternity Leave	Male	28
TOTAL		79

Guidance C & D – Did/Did Not return from parental leave

Attendance Category	Gender	Logic	EEID Count
Maternity Leave	Female	Did Not Return	8
	Female	Returned	43
Paternity Leave	Male	Returned	28
TOTAL	-	-	79

Guidance E | Return to Work/ Retention Rate

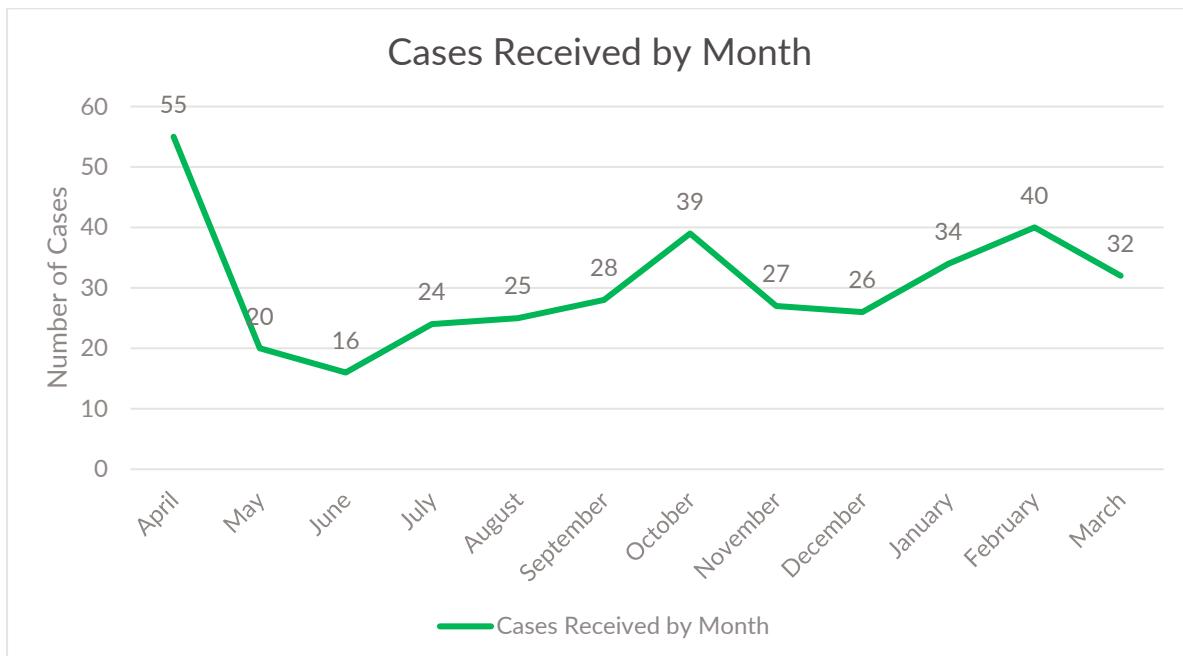
Gender	Retention Rate
Female	84%
Male	100%
TOTAL	92%

OCCUPATIONAL HEALTH

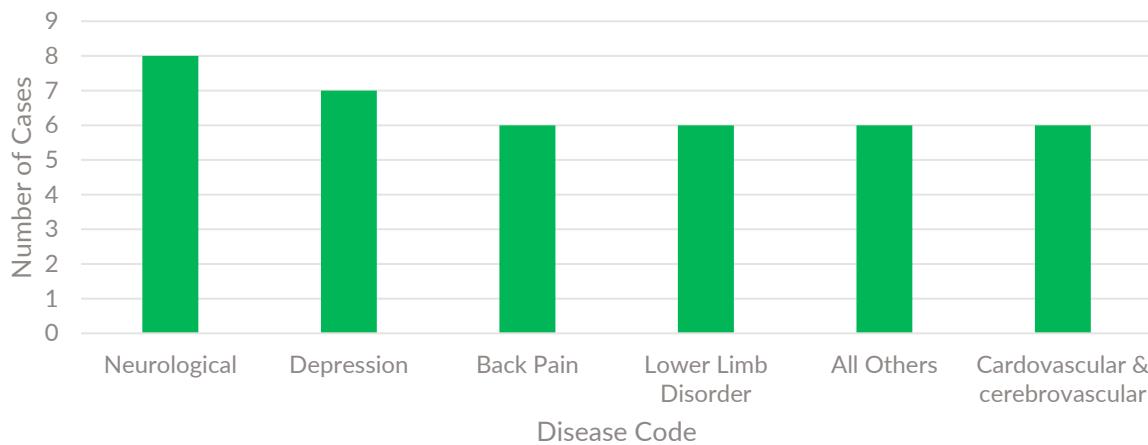
Disclosure 403-1 Occupation Health Appointments Status

Case Activity

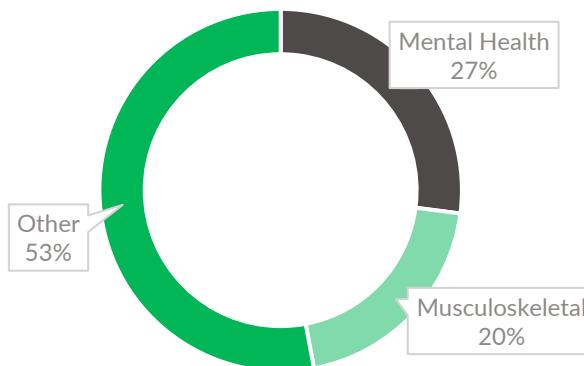
Case Type	Total
Management Referral	100
Paper Pre-Placement Questionnaire	1
Pre-Placement Questionnaire	264
Work Station Assessment	1
TOTAL	366



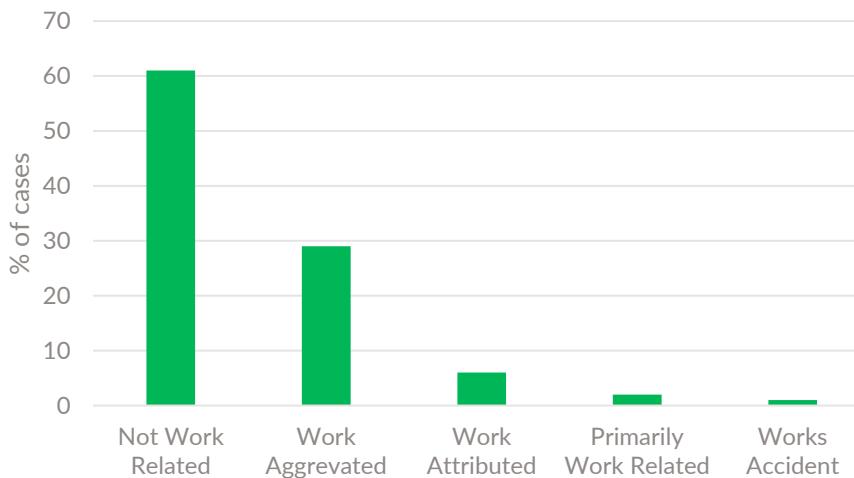
Top 5 Disease Code Outcomes (Management Referrals)



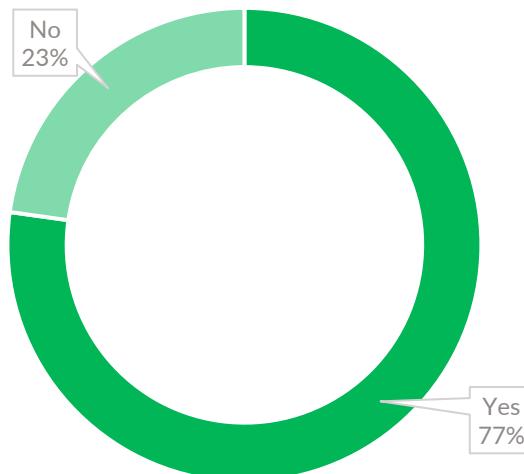
Disease Code Outcome Group



Work Related Outcomes (Management Referrals)

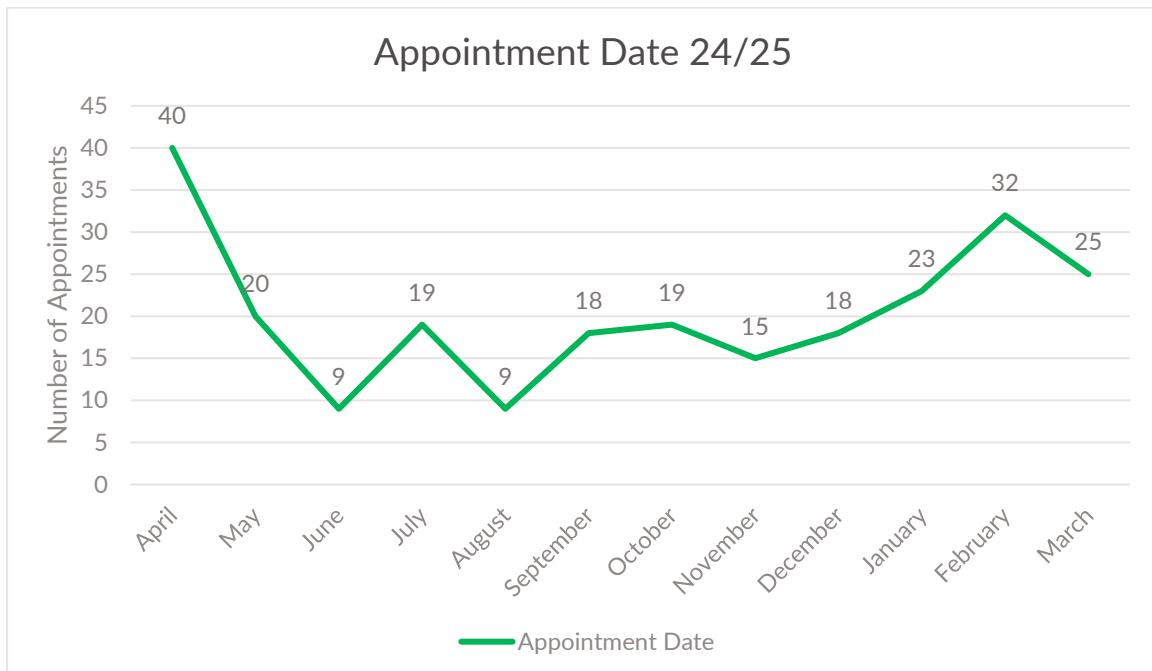


Equality Act Outcome (Management Referrals)

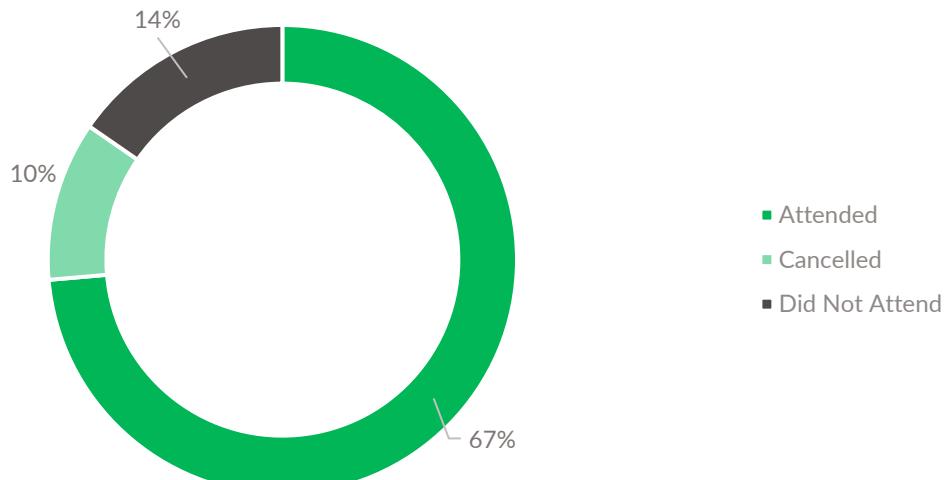


Appointment Activity

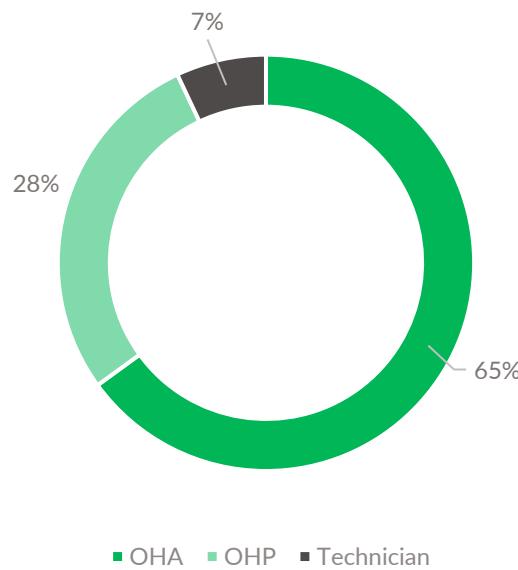
Appointment Grouping	Total
OHA TIMA- PPQ	32
Telephone Based IMA- Doctor	69
Telephone Based IMA- Nurse	129
Telephone Based IMA- Technician	17
TOTAL	247



Appointment Status

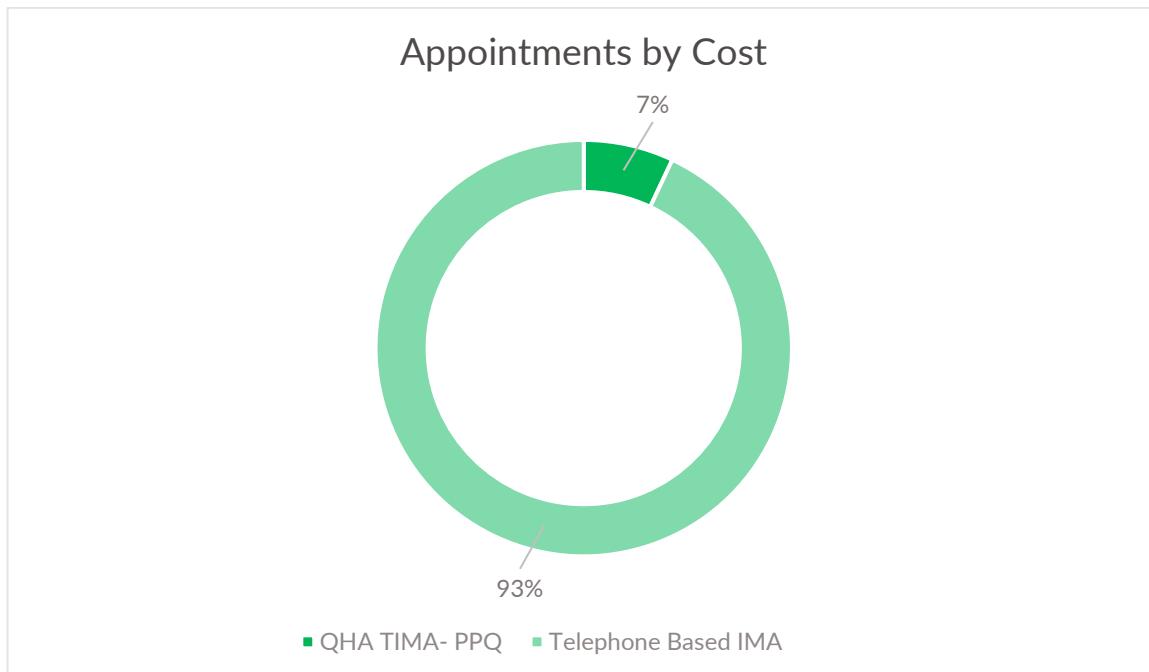


Clinician Type



Disclosure 403-1 Occupational Health Referrals Avoidable Fees

Avoidable Fees	£
Cancelled	1,222
Did Not Attend	5,060

Disclosure 403-1 Occupation Health Appointments by Clinician Type

EDI

The below EDI tables report (as of 1st April 2024 – 31st March 2025) against disclosures of age, gender, ethnic group, nationality, sexual orientation and religion, including comparisons against C Suite and high-salaried positions.

Gender Breakdown | C Suite

Gender	%
Female	30
Male	70
TOTAL	100

Gender Breakdown | All Other Employees

Gender	%
Female	33
Male	67
TOTAL	100

Age Breakdown | C Suite

Age Bracket	%
Under 30	0
30-50	50
>50	50
TOTAL	100

Age Breakdown | All Other Employees Ethnic Groups | All Other Employees

Ethnic Group	%
White	58.29
Unknown	25.43
Black or Black British - African	5.25
Other	1.75
Prefer not to say	1.60
Black or Black British - Caribbean	1.36
Other white background	1.34
Asian or Asian British - Indian	1.34
Asian or Asian British - Pakistani	1.13
Other Asian Background	0.75

Mixed - White and Black Caribbean	0.67
Mixed - White and Black African	0.32
Mixed - White and Asian	0.23
Asian or Asian British Bangladeshi	0.23
Gypsy or Traveller	0.12
Chinese	0.12
Arab	0.09
TOTAL	100

Nationality | All Other Employees

Nationality	%	Nationality	%	Nationality	%
British	61	Slovak	<1	Hungarian	<1
Unknown	24	Pakistani	<1	African	<1
Ghanaian	2	Dutch	<1	Chinese	<1
Polish	2	Belgian	<1	Eritrean	<1
Nigerian	1	South African	<1	North African	<1
Indian	1	French	<1	Turkish	<1
Slovakian	1	Bulgarian	<1	Sudanese	<1
Irish	1	Ukrainian	<1	Greek	<1
Portuguese	1	Zimbabwean	<1	Kenyan	<1
Italian	1	German	<1	Cypriot	<1
Latvian	<1	Norwegian	<1	Jamaican	<1
Brazilian	<1	Czech	<1	Nepalese	<1
Portuguese	<1	Gambian	<1	Austrian	<1
Romanian	<1	Thai	<1	Swedish	<1
Spanish	<1	Malaysian	<1	American	<1
Somali	<1	Mauritian	<1	Indonesian	<1
I prefer not to say	<1	Ethiopian	<1		
Other	<1	Bangladeshi	<1		
Lithuanian	<1	Albanian	<1		
Dominican	<1	Timorese	<1		
Australian	<1	Maltese	<1		
Tunisian	<1	Moldovan	<1		
Algerian	<1	Kosovan	<1		
Sri Lankan	<1	Egyptian	<1		
Russian	<1	Afghanistan	<1		
Colombian	<1	Filipino	<1		
Ivorian	<1	Congolese	<1		
				TOTAL	100

Sexual Orientation | All Other Employees

Sexual Orientation	%
Unknown	49.23
Heterosexual/Straight	42.93
Prefer not to say	4.67
Gay/Lesbian	0.87
Bi/Bisexual	0.73
Asexual	0.73
Other	0.52
Pansexual	0.32
TOTAL	100

Religion | All Other Employees

Religion	%
Unknown	34
No Religion / Atheism	26
Christian (includes all Christian denominations)	24
Prefer not to say	7
Other	4
Muslim	3
Hindu	<1
Sikh	<1
Spiritual	<1
Buddhist	<1
Jewish	<1
TOTAL	100%

STATISTICS BY SALARY (EXCL. C SUITE)

Gender | Salaried Below £50,000

Gender	%
Female	35
Male	65
Unknown	<1
TOTAL	100

Gender | Salaried Over £50,000

Gender	%
Female	14
Male	86
TOTAL	100

Age Brackets | Salaried Below £50,000

Age Bracket	%
Under 30	20
30-50	44
51+	35
TOTAL	100

Age Brackets | Salaried Over £50,000

Age Bracket	%
Under 30	1
30-50	61
51+	37
TOTAL	100

Ethnicity | Salaried Below £50,000

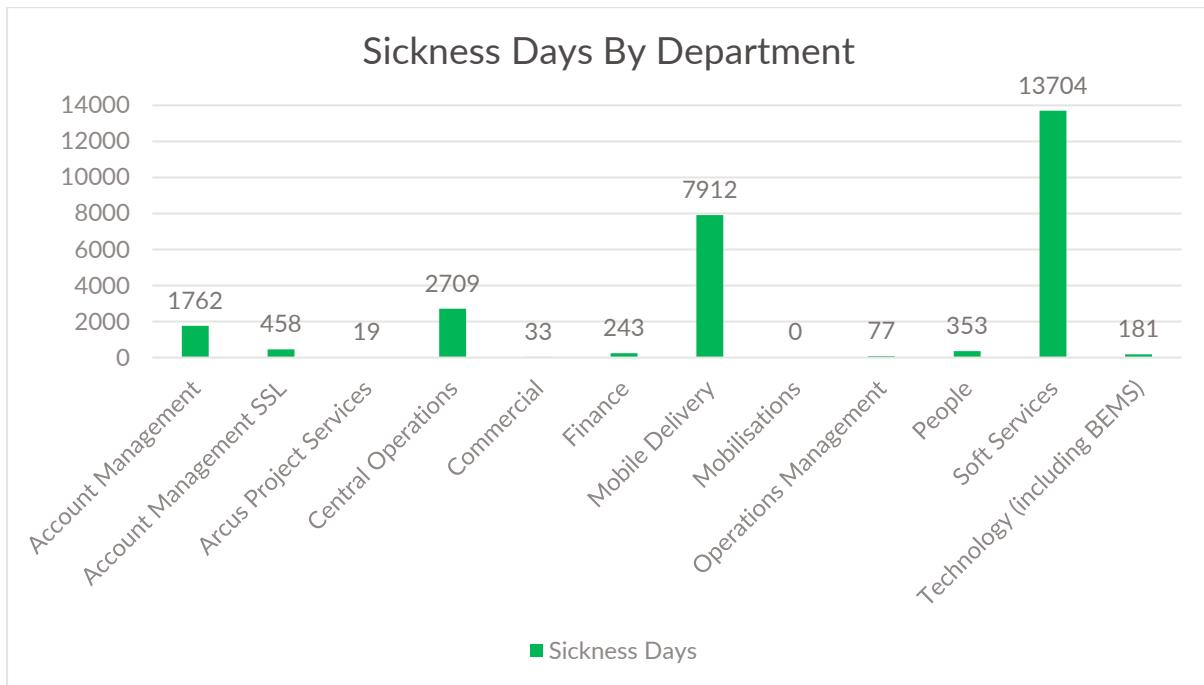
Ethnic Group	%
White	54
Unknown	28
Black or Black British - African	6
Other white background	2
Black or Black British - Caribbean	1
Other	1
Prefer not to say	1
Asian or Asian British - Indian	1
Asian or Asian British - Pakistani	1
Other Asian Background	1
Other mixed background	1
Mixed - White and Black Caribbean	1
Other ethnic background	1
Mixed - White and Black African	<1
Asian or Asian British Bangladeshi	<1
Mixed - White and Asian	<1
Gypsy or Traveller	<1
Other	<1
TOTAL	100

Ethnicity | Salaried Over £50,000

Ethnic Group	#	%
White	290	88.7
Unknown	18	5.5
Other	13	4.0
Prefer not to say	6	1.8
TOTAL	327	100

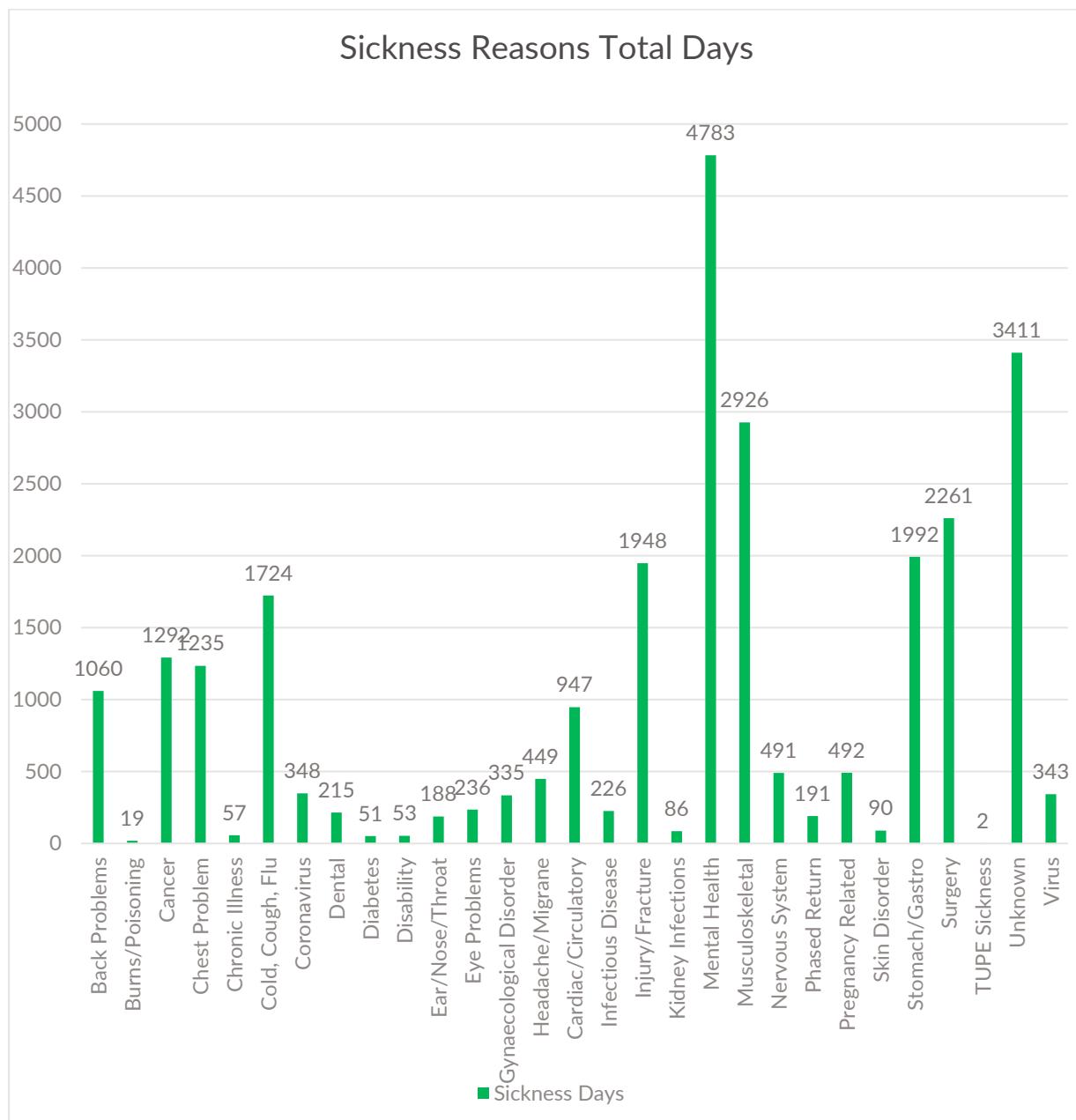
SICKNESS ABSENCE

GRI 403: Sickness days by department

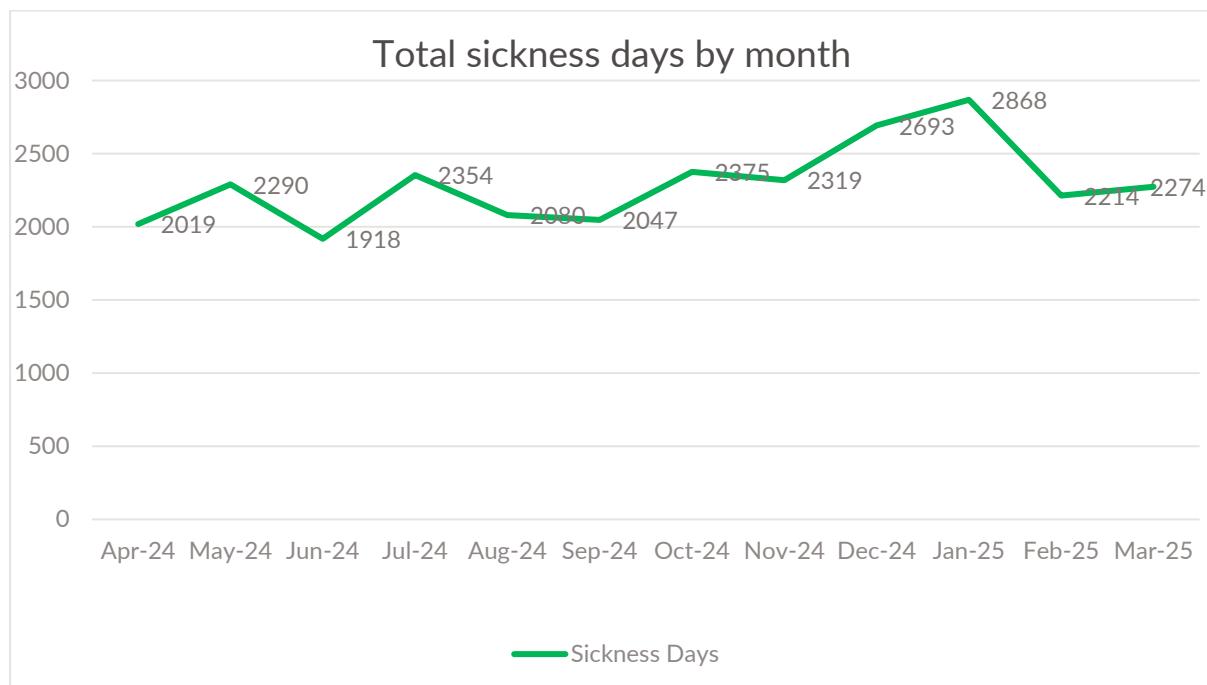


The total number of sickness days recorded were 27,451

GRI 403: Sickness reasons total days



GRI 403: Total sickness days by month



GRI 403: Sickness days by Gender

Gender	Total days sickness	Total HC throughout FY	Average sickness days per employee
Male	17713	3173	5.58
Female	9738	1637	5.95

GRI 403: Sickness days by age group

Age	Total days sickness	Total HC throughout FY	Average sickness days per employee
17-29	3259	897	3.63
30-50	10544	2199	4.79
51-86	13647	1713	7.97
TOTAL	27450	4809	5.71

BENEFITS

DISCLOSURE 401-2

Benefit Provider	Benefit Category	UN SDG Reflected	Stakeholder Engagement – 1 Apr 2024 - 31 Mar 2025
AXA Private Medical Insurance Scheme (PMI) – after probation period, Arcus Managers are eligible (taxable benefit). Subject to medical history. Can choose to add levels of cover to suit needs.	Health and Wellbeing	3 – Good Health and Well-Being 4 – Quality Education	Benefits Campaigns Online Resources At the height of this period, we had 4702 colleagues with healthcare schemes. This figure was reduced by 1317 no. in this period due to TUPE.
Health Shield – Cash Plan: available to colleagues not meeting criteria for PMI. Covers everyday needs e.g. dental, optical, hospital stays, physio, prescriptions, and more, depending on chosen cover.	Health and Wellbeing	3 – Good Health and Well-Being	Benefits Campaigns
Second Medical Opinion – free second medical opinion from consultant on a diagnosis, treatment, need for surgery	Health and Wellbeing	3 – Good Health and Well-Being	Benefits Campaigns Online Resources No. Of Registrations = N/A Usage: 1 no. colleague – est. Value = £3k
Early Intervention Service	Health and Wellbeing	3 – Good Health and Well-Being	Engagement this period = 0
Tooth Fairy App (Canada Life)	Dental Care	3 – Good Health and Well-Being	Benefits Campaigns Online Live Webinars promoting the Tooth Fairy App instantly connects our colleagues with UK dentists; a highly valuable benefit helping to tackle the UK NHS dentistry shortage.

Specsavers – eye test voucher entitling employees to a full eye examination/£45 pair of glasses or contribution towards glasses when for computer screen use. Voucher gives employees added benefit of receiving a £20 discount from the £99+ range.	Optical Care	3 – Good Health and Well-Being	Benefits Campaigns
My Strength App – access to various health and wellbeing activities to support colleagues.	Health and Wellbeing	3 – Good Health and Well-Being 4 – Quality Education	Benefits Campaigns promoting Arcus MyStrength, a wellbeing app designed to help colleagues overcome life's challenges. Using evidence-based activities, from guided meditation to improving sleep, helping colleagues to make simple everyday changes to improve mental wellbeing.

DISCLOSURE 401-2 ELECTRIC VEHICLE (EV) SCHEME

Part of our Wellbeing Strategy 2023/24 was to provide comprehensive marketing available to employees with a car allowance who may be eligible to join the EV scheme. The Tusker Scheme can provide colleagues with a brand-new leased vehicle, substantially cheaper than a privately leased car, without paying an upfront deposit. The scheme includes maintenance and servicing (including tyres), breakdown cover, road tax, and comprehensive insurance.

Disclosure 401-2 EV Scheme - Employer/Employee benefits:

- Demonstration of commitment to carbon footprint reduction
- Cost of living reduction by offering access to cheaper-to-fuel EVs
- Supports transition to cleaner transport solutions and helps meet demand for green benefits.
- More affordable way to drive an EV (no deposit required)
- Reduced income tax and national insurance

- Favourable and known BiK rates until 2028
- Facilitates transition to compliant vehicles for Clean Air Zones and ULEX rules.

DISABILITY & INVALIDITY

Employees with Group Income Protection cover:

By Hire Type

By Hire Type (Currently Held Cover)		#	%
Executives		3	11
TUPE		25	89
TOTAL		28	100

By Category

By Category (Currently Held Cover)		#	%
Chief Officers		3	11
Space TUPE		5	18
IKEA TUPE		18	64
MAB TUPE		2	7
TOTAL		28	100

SALARY & RENUMERATION

Gender | Average Salary & Renumeration

Employment Category	Gender	Headcount	Avg. Salary	Avg. Renumeration	Ratio of Basic Salary	Ratio of Renumeration
Hard Services Colleagues	Female	296	£27,332.17	£28,841.35	77%	77%
	Male	1,063	£35,675.04	£37,222.52	131%	129%
Hard Services Managers	Female	41	£71,852.20	£88,141.37	109%	115%
	Male	236	£66,198.50	£76,873.87	92%	87%
Soft Services Colleagues	Female	869	£ 30,155.00	£272.21	87%	89%
	Male	1,109	£34,734.50	£306.53	115%	113%
Soft Services Managers	Female	7	£38,541.43	£42,108.43	107%	106%
	Male	13	£36,106.92	£39,878.42	94%	95%
TOTAL		3,634				

GRI DATA APPENDIX

Several Global Reporting Initiative (GRI) standards, and parts of their content, have been selected and referenced when compiling this report to disclose specific sustainability information, however a full report has not been prepared in accordance with all GRI standards.

GRI#	Disclosure	Location in Report or Response
GRI- 401-1	Turnover	Turnover
GRI-401-2-ii	Disability & Invalidity	Disability & Invalidity
GRI-401-2-iv	Parental Leave	Parental Leave
GRI-401-3	Parental Leave	Parental Leave
GRI-403-3	Occupational Health	Occupational Health
GRI-405-1	Diversity	EDI
GRI-405-2	Salary & Renumeration	Salary & Renumeration
GRI-403	Occupational Health	Occupational Health and Sickness records
GRI-403	Absence - Sickness records	Absence
GRI-401-2	Benefits	Benefits