



EQUALITY, DIVERSITY & INCLUSION REPORT

APRIL 2025 - MARCH 2026



1. EXECUTIVE SUMMARY

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Our EDI Strategy remains the foundation of this work. While EDI can be broad and complex, the strategy provides clear, measurable objectives structured around these four action areas:

1. Understand our EDI improvement areas
2. Review policy and procedure
3. Ensure an inclusive environment
4. Increase workplace diversity

This framework helps focus our efforts and measure progress. During the 2025-26 fiscal year, Arcus made significant strides in its EDI journey including the improvement of processes for collecting comprehensive and reliable workforce demographic data. This has laid the foundations for more informed decision-making.

The 'Women at Arcus' special interest group (SIG) continued to champion gender equality to support women throughout the business. Two additional SIGs were launched during the year: 'Voices for Arcus', focused on fostering inclusion, and 'Arcus for Good', dedicated to social value. Both have created opportunities for colleagues to share their perspectives and contribute to a strong sense of belonging across Arcus.

Together, these initiatives have strengthened Arcus' inclusive culture and advanced its commitment to diversity and equality.

DIVERSITY: THE
ART OF THINKING
INDEPENDENTLY
TOGETHER.”

– MALCOLM FORBES,
ENTREPRENEUR

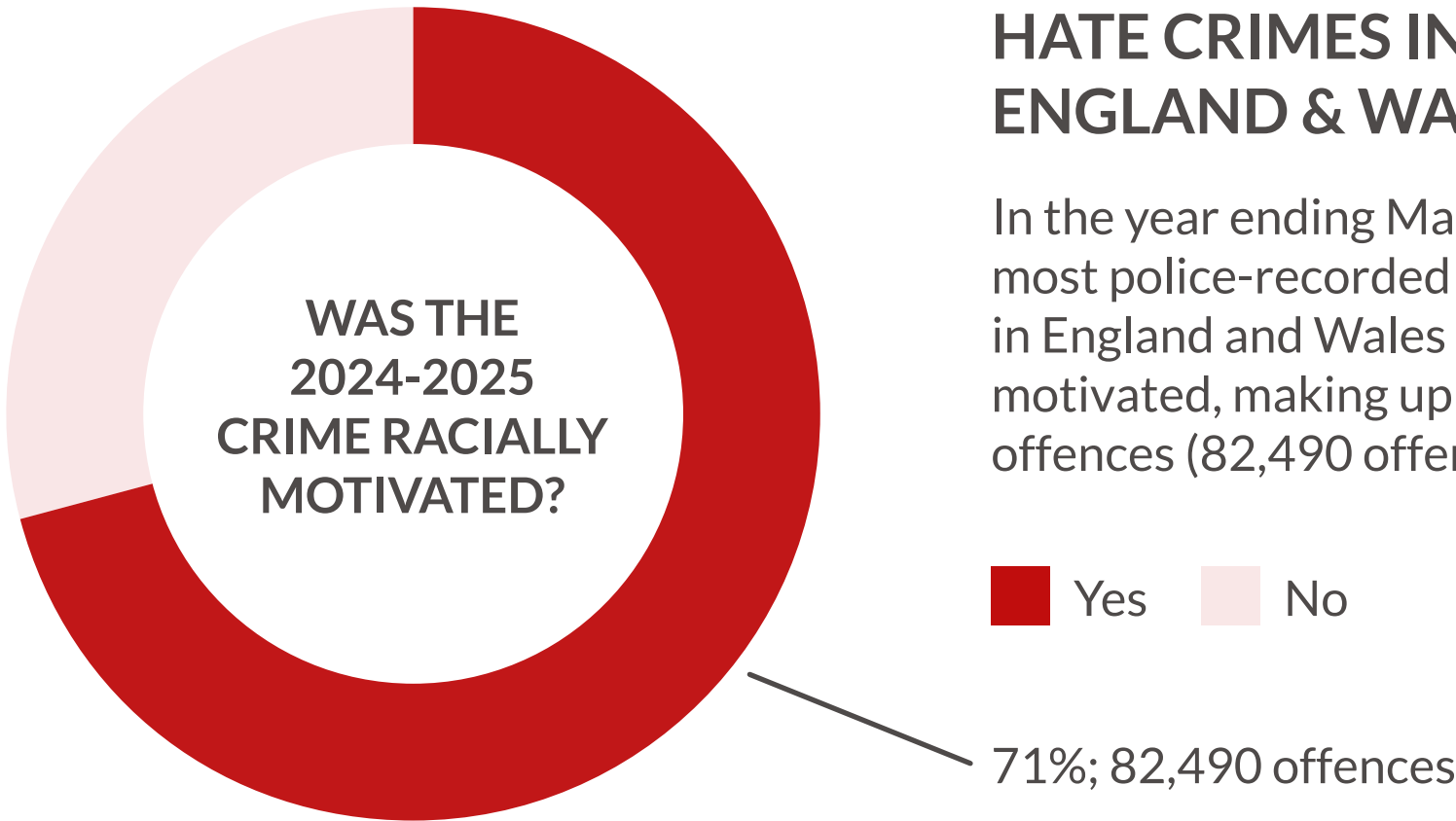
2. BACKGROUND

EDI is vital to our workplace culture at Arcus because it impacts all of us every day.

Being an inclusive employer brings many benefits. A diverse workforce is better able to understand and serve a diverse customer base. It makes Arcus more attractive as an employer, gives us access to a wider talent pool and supports growth by helping us win new customers and retain existing ones. Diversity also brings a wider range of perspectives and ideas, supporting stronger decision making.

Companies with diversity at their most senior levels of leadership are more likely to meet or exceed their profitability targets. Workplaces that are inclusive and where our colleagues can be themselves have improved levels of engagement. Supporting our people to reach their full potential through cross-skilling and progression helps us retain colleagues, enabling them to enjoy long and rewarding careers with us.

Looking beyond our own organisation, we aim to be an inclusive employer because our workforce should reflect the society and communities in which we and our customers operate. We recognise that we have a responsibility, even if only a small one, to contribute positively to improving the following UK statistics:



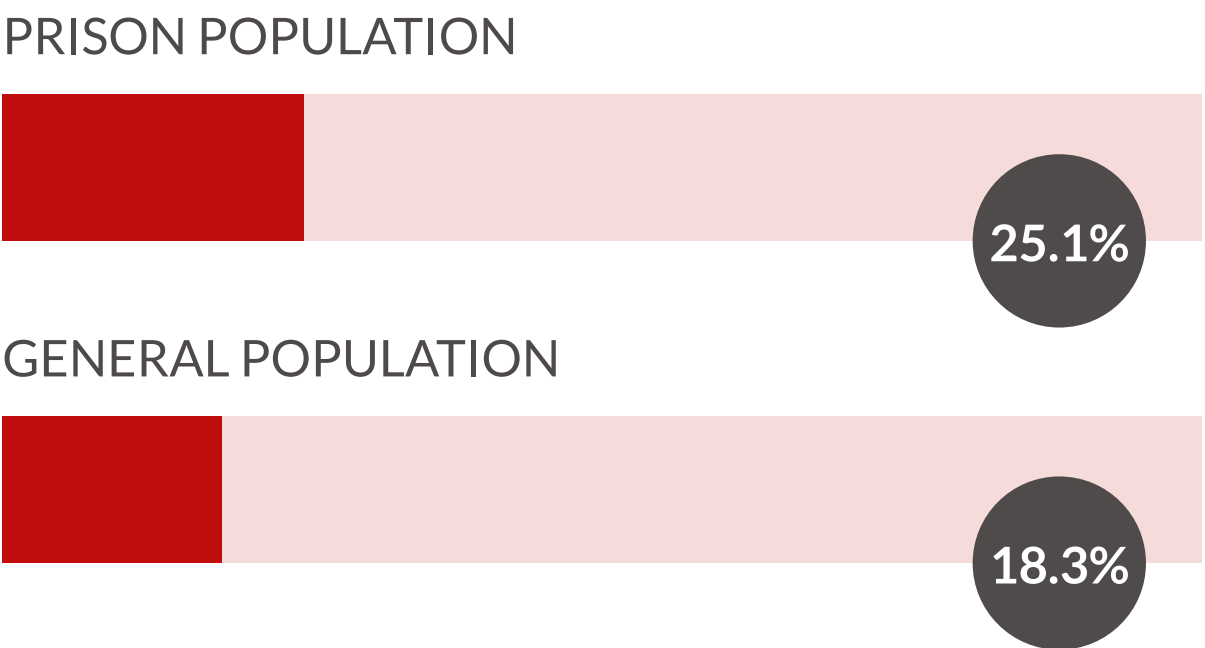
HATE CRIMES IN ENGLAND & WALES

In the year ending March 2025, most police-recorded hate crimes in England and Wales were racially motivated, making up 71% of such offences (82,490 offences).

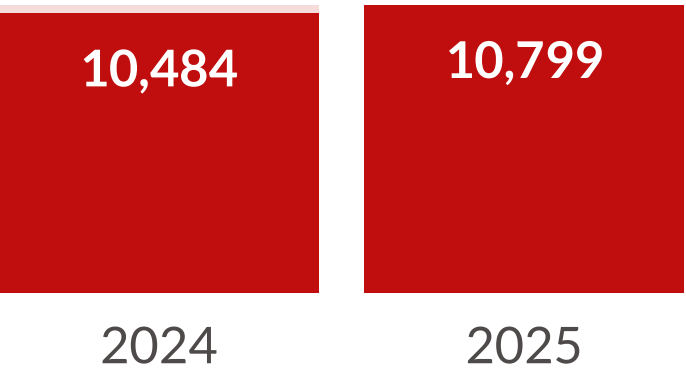
PEOPLE OF MINORITY ETHNICITIES IN THE UK

As of March 2025, Asian, Black, Mixed, and Other ethnic groups made up 25.1% of prisoners in England and Wales, though they comprise only 18.3% of the general population according to the 2021 Census.

These groups are therefore disproportionately represented in the prison system i.e. about 1 in 5 people in the general population belong to Asian, Black, Mixed, or Other ethnic groups, roughly 1 in 4 prisoners are from these groups.

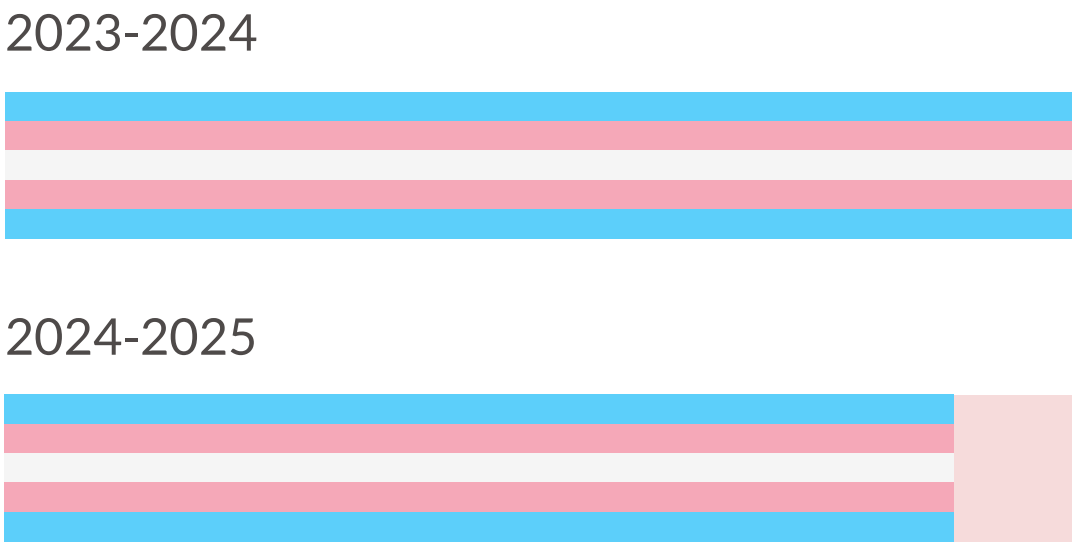


RELIGIOUS HATE CRIMES IN ENGLAND & WALES



In the year ending March 2025, religious hate crimes recorded by the police in England and Wales increased by 3%.

UK TRANSGENDER HATE CRIMES



There were 3,809 transgender hate crimes recorded by the police in England and Wales in the year ending March 2025, down 11% from the previous year.

UK DISABILITY EMPLOYMENT RATE IN Q2 2025

Disabled people are less likely to be in employment than non-disabled people. In April to June 2025, the disability employment rate was 52.8% compared with 82.5% for non-disabled people.



UK WOMEN AGED 50-64 IN THE LABOUR FORCE



In the UK, 71.6% of women aged 50–64 are active in the labour force, making menopausal women the fastest-growing segment of the working population. Additionally, 67% of those who have experienced perimenopausal or menopausal symptoms reported that these symptoms had a mostly negative effect on them at work.

We aim to do our bit as a UK employer to improve these statistics and lead the way in the facilities management sector, which has an ageing and predominantly male workforce. We aspire to attract, retain and develop top talent to ensure that the innovation and service our customers demand is safeguarded for the next generation.

Our EDI strategy helps ensure we meet the minimum standard set by UK legislation which is to eliminate unlawful discrimination, harassment, victimisation, and other conduct prohibited by the Equality Act 2010.

Beyond compliance, the strategy helps us realise the value that a thriving and diverse workforce brings to our customers and our business. This is reflected in our vision for for Equality, Diversity, and Inclusion:

‘To support a diverse workforce and inclusive working environment where every Arcus colleague feels they belong, that their voice matters and where they can be themselves and achieve their full potential.’

All of our EDI initiatives are aligned with this vision.



3. PROGRESS AGAINST OUR ACTION AREAS

3.1 – UNDERSTAND OUR EDI IMPROVEMENT AREAS

This action area focuses on ensuring the EDI data we hold about our employees is complete, reliable and accurate. Improving data quality is essential so that we can identify priority areas for action and make informed EDI decisions that reflect the experiences of our colleagues.

In September 2023, we launched our EDI data disclosure campaign, I Am Arcus. At that point, our disclosure rate was just 3% when measured across all fields, including home address and emergency contact details, and we set a target of reaching 50%. Throughout 2024–25, we took a range of steps to improve disclosure, including regular reminders to colleagues and targeted support for hourly-paid teams to improve data capture. We also began reporting separately on EDI fields only, which showed an EDI-only disclosure rate of 36% in August 2024.

During 2025–26, our focus shifted to reviewing and improving the EDI disclosure process for new starters across all teams, with particular attention to hourly-paid teams, where disclosure remained lowest. Progress on EDI data and disclosure was a standing item at ‘EDI at Arcus’ governance meetings, ‘People SLT’ meetings and the Sustainability Committee.

Recognising the importance of building trust and helping colleagues understand why disclosure matters, we used National Inclusion Week 2025 as an opportunity to share EDI data more transparently. We explained why data is collected, how it informs decision-making and why disclosure is encouraged as a means of building trust rather than simply meeting targets.



During the year, we improved EDI data collection in our cleaning teams through Arcus Connect, our digital platform for frontline cleaning colleagues, and introduced a more consistent onboarding process for new joiners. We also identified gaps in mobilisation processes and in data capture for transferred employees. In response, we developed a more centralised and standardised approach to EDI data collection, with data stored securely and reported only in aggregate form.

This work led to a steady increase in disclosure across all teams, with the EDI-only disclosure rate rising to 47% by April 2026. While this is encouraging progress, it is still not sufficient for the data to be fully relied upon in decision-making. We therefore continue to work towards a minimum 50% disclosure rate across all of Arcus, including both hard and soft services, as an ongoing priority.

ACTION AREA 1: UNDERSTAND OUR EDI IMPROVEMENT AREAS (EVALUATE)

OUTCOMES / AIMS	REPORTING METRIC(S)	ACTION
Generate scorecard that is inclusive of the nine protected characteristics and the SFMI requirement and use this to identify our priority action areas	Scorecard produced periodically from January 2024	Review EDI disclosure process for monthly paid new starters including TUPE, mobilisations, etc.
		Review EDI disclosure process for hourly paid new starters – EDI form created will be made available on Arcus Connect
		Reintroduce ‘I Am Arcus’ campaign until minimum 50% (hourly paid) and ideally 75% (core colleagues) reached.
		Confirmed we are unable to change Cintra Disability drop downs and therefore can’t make ‘Neurodiverse’ an option.
		Produce EDI dashboard for Board reports once at 50%+ disclosure rate, examples of measures to include and compare year on year to track progress.
Measure inclusion and diversity across Arcus and identify areas for improvement	Priority action areas identified	Psychological safety – what does the proportion of ‘prefer not to say’ answers tell us? Review whether any actions are needed.

3.2 – ACTION AREA 2: REVIEW POLICY & PROCEDURE

Our employment policies and procedures reflect our culture, our colleagues' values, and their needs. Changes during this period were driven by governance and compliance requirements, as well as colleagues lived experiences.

Arcus has a tracking system which ensures the detailed content of our policies is reviewed every two years, and across 2025-2026, all relevant policies were reviewed by their scheduled dates. Each review follows a checklist covering areas including legal requirements and EDI considerations.

For example, the EDI policy was updated to include and reference the Equality Impact Assessment (EIA) template, strengthening how equality impacts are considered in decision-making.

We involved the Colleague Engagement Network (CEN) and SIGs in developing new policies and reviewing existing ones. This included development of the Menopause Policy, and the design of menopause training for line managers as well as a menopause communications plan. This demonstrates how employee networks can influence policy and ensure colleague voices are reflected in our approach.

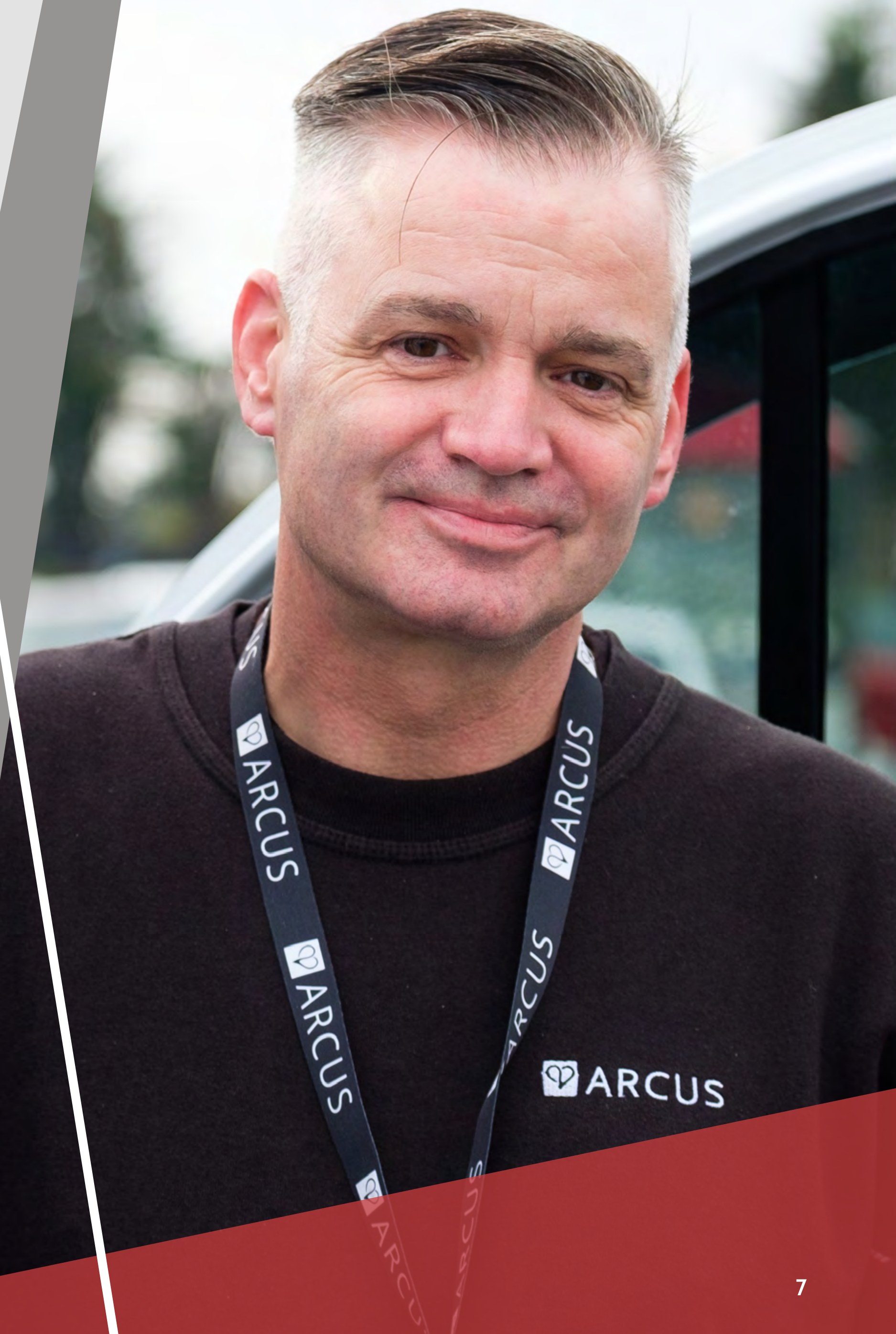
Arcus invited all colleagues to take part in a review of all our benefits, including family-friendly leave, to understand colleague's perspectives and what they valued most. One key finding was that enhancements to family-friendly leave were a lower priority than other benefits. As a result, focus shifted to exploring Private Medical Insurance (PMI) options, including self-funded cover and extended cover for family members, as the CEN fed back that there was interest in PMI among colleagues. We have since added an option for colleagues of cover to include family members.

Harassment prevention progress included the use of 'Respect' posters, which reinforced Arcus' zero-tolerance stance on all forms of harassment, including sexual harassment, and guided colleagues on how to raise concerns. A new Code of Conduct was drafted and is awaiting final approval before release. The Bullying and Harassment Policy was also revised and is awaiting final approval, the revised policy confirms that disclosures relating to sexual harassment will be treated as protected disclosures under the whistleblowing process. In addition, a Sexual Harassment Risk Assessment is being developed to identify risk areas and appropriate preventive controls, and this will be reviewed twice a year.

Other improvements implemented during the year include approved funding for sanitary products in all office-based toilets, with building managers and a designated person in each office responsible for managing stock. We also introduced part-funding for breastfeeding equipment, such as a mini fridge and pump, and made private room use available on request, subject to case-by-case assessment.

As well as the above, progress in our gender pay gap is detailed in section 3.4.

All actions under this action area were fully completed in the 2025-26 year.



ACTION AREA 2: REVIEW POLICY AND PROCEDURE (EMBED)

OUTCOMES / AIMS	REPORTING METRIC(S)	ACTION
Bi-annual review of policies and procedures to ensure ongoing compliance with UK legislation	100% of Arcus' employment policies reviewed through the lens of EDI by their due date	Continue working to our policy review process including legal compliance and EDI review criteria.
Evolve process and procedures to adopt inclusive good practice	Priority processes and procedures identified and updated with good practice in line with review date	Introduce new policies / procedures as required including in response to official guidance following UK High Court ruling on definition of 'woman' under equality legislation, Menopause policy, work towards Disability and Ethnicity pay gap reporting.
		Use feedback from CEN and Women at Arcus to review benefits. (all colleagues invited to review benefits)
		EDI policy updated to reference an Equality Impact Assessment (EIA) must be systematically conducted whenever we start and regularly review any major activity or change programme e.g. a new strategy, programme or campaign.
		EIA template and checklist include consulting a diverse range of colleagues directly impacted by proposed decisions and actionable steps are taken to address barriers.
		Gender pay gap report 2024 do we need to take any specific action/s to address inequalities? Gender and Menopause are now included as separate sections within Arcus' annual Equality Action Plan



3.3 – ENSURE AN INCLUSIVE ENVIRONMENT

In 2025-26, as in previous years, we continued to demonstrate our commitment to EDI by supporting various events, organisations, and projects. A significant proportion of activity during the year focused on culture, capability and visibility, supported by concrete participation rather than symbolic gestures.

Mental health awareness was a significant focus during the year, supported by fundraising for Mind and engagement activity across our office locations. Reflecting the fact that around two thirds of our workforce identify as male and that we operate in a predominantly male industry, we also ran a series of men's health awareness activities during Movember to highlight men's mental health and the support available. Three colleagues shared their personal experiences to help reduce stigma, and this focus continued into December when Arcus selected Andy's Man Club as its Christmas charity, informed by workforce data and the fact that depression and anxiety remain among our main reasons for absence. This was followed by an in-person visit from an Andy's Man Club representative at our Redditch office.



🎄 **We're supporting Andy's Man Club (AMC) through our Arcus Christmas raffle.**

AMC is an amazing charity that runs groups where men can talk openly about mental health—a life-saving step in preventing tragedy.

You might be thinking: *Why men's mental health? What about women?*

Mental health and wellbeing matter for **every Arcus colleague**. Any suicide is a tragic, devastating loss.

As women in the workplace, we need male allies—people who can support us and help amplify our voices. When someone is struggling with their mental health, it's harder for them to be that ally or even to be a great colleague. They are less able to be the best version of themselves at work and at home.

- Men make up the majority of our workforce at Arcus.
- Depression / anxiety is one of the most common sickness reasons at Arcus.
- Men are statistically more likely to take their own lives than women.

By supporting AMC, we're helping men find their voice, break the stigma, and be better partners, sons, brothers, nephews, friends and colleagues.

Let's show up for men's mental health. Because when we support each other, everyone wins.



This year, Arcus' Colleague Engagement Network strengthened its structure and governance by introducing formal reporting mechanisms, with CEN trackers used to record issues, feedback, agreed actions and progress. All CEN and SIG representatives received training, roles were clarified to support communication and accountability, and work continued to improve representation at Group Network Meetings and strengthen feedback loops between SIGs and the wider business.

During the year, inclusive PPE and uniform updates were also introduced, including wider size ranges and improved fit options to better meet diverse workforce needs.

SPECIAL INTEREST GROUPS (SIGS)

SIGs are focused groups that support business development beyond the wider Arcus Colleague Engagement Network. All SIGs align with and contribute to the CEN. During 2025–26, we expanded to three SIGs and strengthened their integration within the CEN.

Women at Arcus SIG: A chair and two vice chairs were appointed, and all representatives were trained. The group agreed its aim of empowering women to grow with Arcus and set 2025–26 priorities around long-term careers, networking and collaboration, and women’s health and wellbeing. Key achievements included showcasing the stories of women who have progressed at Arcus, running two technician role taster days, promoting activity through the colleague newsletter, and launching a Women at Arcus Viva Engage community for networking and knowledge sharing. The group also delivered a successful International Women’s Day 2026 event focused on career growth at Arcus, featuring development tools and resources, a careers fair, and follow-up career advice and/or work experience requests from 20 internal and external attendees. While many of the SIG’s objectives were achieved, some were not. These will be reviewed and either replaced with new objectives or carried forward into 2026–27, to include work on Menopause e.g. framing menopause support as a factor in career longevity.



The **Arcus for Good SIG** launched in July 2025, to align Arcus' social value strategy with customer and colleague expectations, and embed it more consistently across bids, Arcus Projects and day-to-day operations. Feedback from customers, as discussed by representatives, identified priority areas including apprenticeships, traineeships, local employment, community DIY projects, environmental action (carbon, energy and EV), inclusive procurement and progression in work. The group has helped bring social value into bid and tender discussions earlier, raised visibility of activity across offices, and strengthened engagement with customers and partner organisations. It has also created a coordinated calendar of social value, wellbeing and diversity activity, reflecting both national priorities and local office needs. Initiatives supported include food bank drives, Macmillan fundraising, Inclusion Week, Neurodiversity Celebration Week, Eid, International Women's Day, and the Christmas raffle.

These initiatives have actively increased participation and awareness, while generating significant funds, including record fundraising supported by corporate matched funding. The group has become a trusted forum for sharing insight, tracking impact and identifying emerging priorities from colleagues, customers and suppliers. This helps Arcus deliver social value activity that is purposeful, measurable and inclusive.

During Neurodiversity Celebration Week, we launched the **Voices for Arcus SIG**, which champions equality, diversity and inclusion. Its agreed aim is to make Arcus a place where everyone can be their true selves. The group encourages open conversation, celebrates the differences that strengthen our organisation, and helps embed inclusion in everyday experiences across the business, including how we work, communicate, and evolve our policies and practices. With objectives in place to March 2027, it has a programme of education, engagement and collaboration planned to help ensure diversity is not only recognised at Arcus but actively valued as a strength.

Activities to date include the Celebrating Different Minds campaign, which introduced optional email signature elements so colleagues can share their communication preferences and working styles if they choose. The SIG has also provided feedback on the revised EDI Policy, shared EDI resources, and is developing safe spaces for dialogue about neurodiversity through its Be Brave Be You lunchtime briefings.



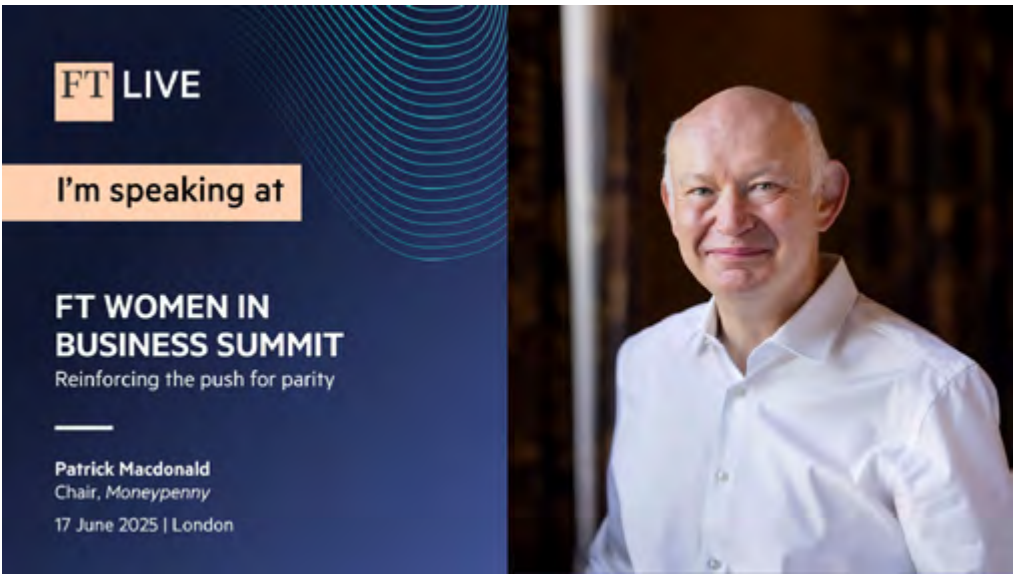


Arcus’ commitment to EDI begins at our most senior levels, and flows throughout our organisation as evidenced by our chairman who participated at a Financial Times Live Women in Business Summit as part of a panel discussing the topic ‘Will DEI Survive?’



We aimed to build trust, encourage more colleagues to share their information, and provide qualitative evidence of impact by showcasing colleagues who shared their personal stories, including Maria Josey who opened up about receiving an adult ADHD diagnosis, what it means to her, and how understanding more about herself has helped her both at work and at home. She also reflected on the support she’d received, the adjustments that have made a difference, and why embracing neurodiversity in the workplace matters.

Working in collaboration with our customer Santander and our supply chain, Arcus continues to engage in a long-term project with Camphill Wakefield Charity Partnership, who provide education for young adults with disabilities, supporting their independence and gaining employment. We hosted two students from Camphill SEN School on 6-week work placements in our Projects office.



We’re proud to continue our work in making engineering more inclusive and accessible to everyone. Operating in a predominantly male industry, it is important to recognise and celebrate our female engineers as role models of success in the industry and to encourage more women to join the engineering field. Since 2024, one third of our female engineers and technicians were promoted, a testament to the talent across our teams and the importance of continued support and development. We were very proud to share that one of our female engineers won a National Apprentice of the Year 2025 award. She was named the overall winner, selected from more than 1,800 apprentices nationwide, and recognised for her dedication, skill, and commitment to ongoing development.



Colleagues continued to complete mandatory EDI training on joining Arcus, with a refresher every two years. However, we did not meet our 92% completion target for the third consecutive year, due in part to mobilisation and TUPE transfers. Our new PDR system prompts both managers and colleagues to check mandatory training, which we expect will help improve completion rates.

Our People team and SIG members attended specialist EDI-themed training delivered by our EDI advisers, Inclusive Employers and used knowledge gained to help shape our people policies and our approach to managing employee relations. This is a summary of training attendance:

Webinar	Delegates
The Inclusive Recruitment Life Cycle	1
Recognising staff contributions in a meaningful way	1
AI and Inclusion: Breaking Barriers and Inspiring Inclusion in Work and Learning	1
Employment law changes impacting inclusion practice in 2025 explored: Supreme Court ruling, harassment liability, and pay gap readiness	2
Global Inclusion Week special: Responding to the global backlash against EDI	1
IE: Reflections of the last 12 months, and key trends for 2026	1
Understanding mental health at work	1
International Women’s Day 2026 - Women leading the way: Lessons for a more equal future	1
TOTAL ATTENDANCE	9

In addition, x31 managers opted to attend our optional Equality Diversity and Inclusion for line managers training.

We did not complete the action to use formal business imagery highlighting protected characteristics not previously featured, such as disability and sexual orientation. We will consider other options to address this in future.



ACTION AREA 3: ENSURE AN INCLUSIVE ENVIRONMENT (ENGAGE + EQUIP)

OUTCOMES / AIMS	REPORTING METRIC(S)	ACTION
Communicate our EDI strategy providing regular updates on progress	Quarterly update to all colleagues from March 2023.	Remind colleagues about our EDI Strategy and action areas, share EDI Report 2024-25 as summary of our achievements and outcomes of our EDI work.
		Share our EDI data to help colleagues understand why we collect it i.e. how we use it in decision making i.e. 'I Am Arcus' campaign results = 'This Is Arcus'
		Build trust, encourage more people to share their information and provide qualitative evidence of impact by showcasing two colleagues from minority groups who share their experiences / tell their story
Arcus' Social Value and Diversity calendar issues EDI themed communications	Minimum four comms per year tailored to our diversity journey and / or our identified priority areas commencing March 2023.	Continue supporting EDI themed national days, activities and events including International Women's Day in-person celebratory event + National Inclusion Week 15th – 21st Sep 2025 + Movember.
EDI training for new colleagues on the importance of an inclusive environment.	92% compliance on mandatory EDI training for new starters + refreshed every 2 years.	Continue reporting on EDI training compliance in Board report and address non-compliance
All formal communications are inclusive.	100% of internal formal comms are non-discriminatory and inclusive by March 2024.	Imagery celebrating protected characteristics we've not showcased previously e.g. disability, sexual orientation?
EDI training for line managers on role modelling an inclusive environment.	Create managers version of EDI training and implement by April 2024.	Continue roll out of HR EDI training sessions

OUTCOMES / AIMS	REPORTING METRIC(S)	ACTION
Active and thriving colleague network/s.	Engage Arcus colleagues and the Colleague Network to determine the range of colleague networks and / or sub-networks, with consideration of appropriate allies / advocates for each, and as result of the work in action area 1 by April 2024.	Review and action feedback the CEN / SIGs gather on topics of EDI and Social Value including participating in the design and review of policies to ensure inclusivity and accessibility.
		Canvas colleagues as to whether they want an additional inclusion Special Interest Group/s (SIG), if so what theme e.g. 'general' EDI or separate SIG's for Disability etc.?
		Introduce EDI SIG – Voices for Arcus set up; Chair voted in; aim and objectives agreed, to be achieved by March 2027.
		Women at Arcus SIG to achieve it's 2025-26 objectives:
		• Celebrate minimum four women who have progressed at Arcus.
		• Offer minimum two taster days.
		• Measure women's career moves within Arcus if possible
		• Quarterly round up / newsletter and a Viva Engage community to promote and communicate the work of the WAA SIG
		• Host one internal career fair that enables colleagues to explore career paths in other areas of Arcus.
		• Offer three 'tea and talk' sessions, topics to be agreed, hosted by different members of the WAA SIG
		• Use the Viva Engage community to encourage networking and collaboration between community members.
		• Review policies particularly important to women e.g. maternity policy, under the direction and guidance of the CPO.
		• Assist and support in creating new policies which are important to women e.g. Menopause policy, under the direction and guidance of the CPO.
		• Minimum two articles / information pieces that educate all colleagues about women's health and wellbeing including mental health.
		How do we recognise / reward colleagues who contribute to inclusion activity e.g. Sponsorship?

3.4 – INCREASE WORKPLACE DIVERSITY

As a people-driven business, this action area is about opening doors to those facing barriers into work. It's also about seeing the greater potential in our colleagues and creating opportunities, where our EDI data calls for it, for under-represented groups or populations to progress their careers through positive action.

We continue to work with our social value partners to make job offers to individuals from disadvantaged backgrounds. In the financial year 2025-26, we recruited 84 participants from our growing number of social value partners, helping to reduce unemployment among marginalised groups and supporting access to sustainable employment. Of these, 59 were long-term unemployed, 17 declared themselves from the global majority and 18 were NEETs (not in Employment, Education or training). Our inclusion work has strengthened Arcus' reputation as an inclusive employer, leading more people from disadvantaged backgrounds to apply directly. As a result, a further 95 people were employed outside social value partners bringing the total number of people from disadvantaged backgrounds Arcus employed in 2025-26 to 179, and of this total x86 had a disability.

* Some individuals meet multiple criteria and may therefore be represented in more than one category above.

Unfortunately, we did not achieve the minimum 50% EDI data disclosure rate across the business. As a result, the data was not representative enough to support meaningful analysis, and we were again unable to report on promotions, leavers, talent programme nominations, sponsorship and apprenticeships by EDI characteristic. This also limited our ability to use the data to inform decision-making or take positive action where needed. Addressing this will remain a priority in our 2026-27 EDI Action Plan and is also important to support compliance with the equal pay provisions of the Employment Rights Act.

We were able to share some EDI data with our hard services (monthly paid) colleagues for characteristics where disclosure exceeded 50%. This was communicated during National Inclusion Week in September 2025. The data shared at that time for hard services teams showed that:

- 77.5% of colleagues identified as male and 22.5% identified as female
- 76.9% of colleagues identified as White. Colleagues also identified with a wide range of other ethnic backgrounds, including Indian, Pakistani, African, Caribbean, Chinese and Traveller communities
- 41% of colleagues identified as being in a relationship
- 62.4% of colleagues identified as heterosexual, while others identified as bisexual, asexual, gay or lesbian, pansexual, other sexual orientations or preferred not to disclose





ACTION AREA 4: INCREASE WORKPLACE DIVERSITY (EVALUATE)

OUTCOMES / AIMS	REPORTING METRIC(S)	ACTION
Increase number of job offers made to candidates from diverse backgrounds i.e. against the 9 protected characteristics and SFMI / TOMs)	Year on year increase in number of job offers made to candidates from diverse backgrounds	Continue reporting on number of job offers made to social value partner participants (links to Social Value action plan 2025-26)
Increase diversity of targeted populations within Arcus (e.g., leadership positions; engineering roles)	Identify targeted populations as an outcome of Action Area 1 Year on year increase of diverse colleagues within targeted populations	Use our EDI data, once at 50%+ disclosure rate, to monitor diversity data for colleagues who participate in talent programmes, sponsorship and apprenticeships, also those who are promoted, and leavers
		Consider ways to integrate above data into decision-making processes that drive meaningful change.
		If data indicates a potential issue with representation, decide what positive action is required, set an objective/s and plan for an intervention/s e.g. 5% more Females on talent programmes.

3.5 – GENDER PAY GAP

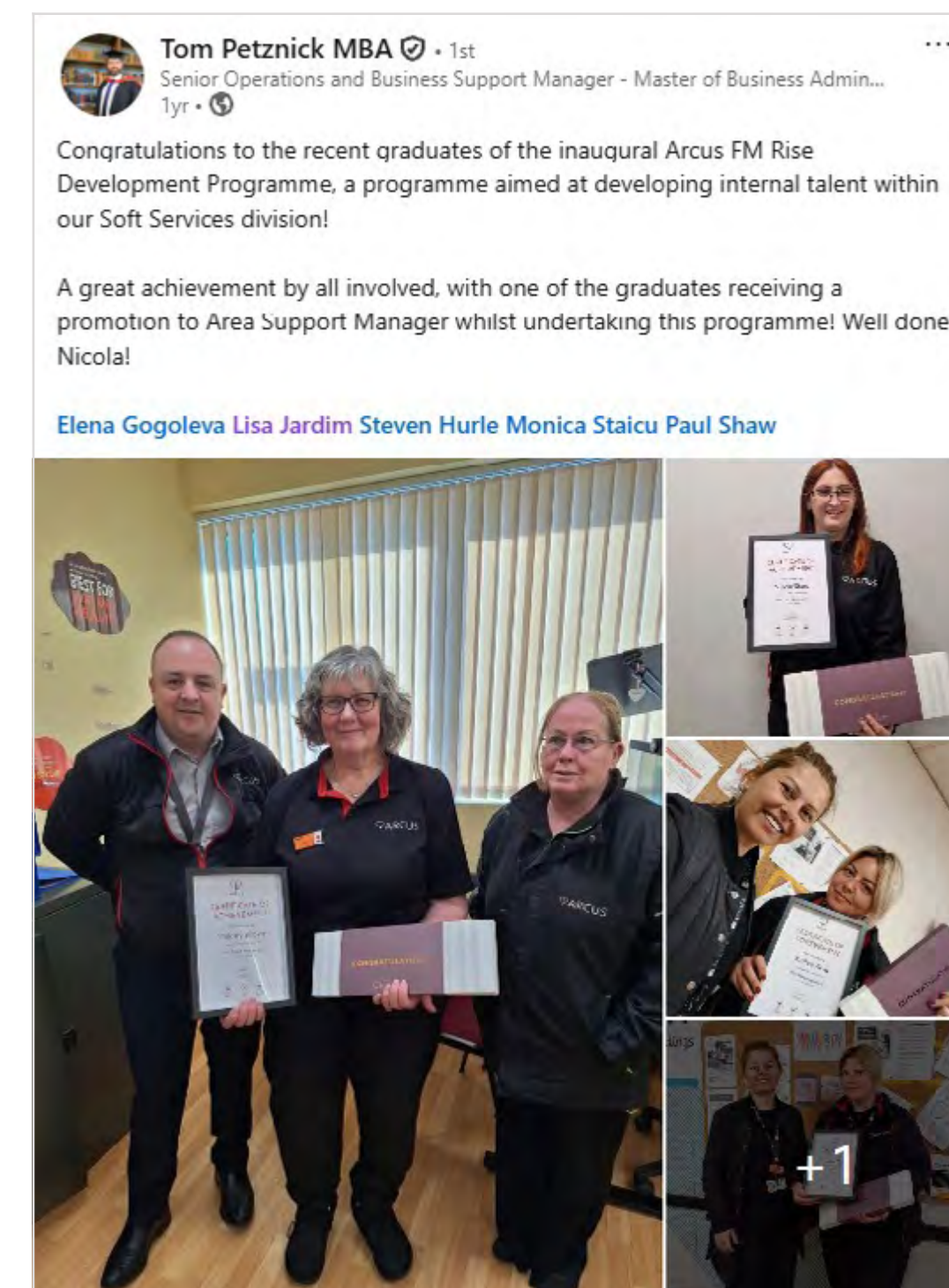
We use fully disclosed gender data to inform decisions at Arcus. Women remain underrepresented in UK facilities management, and this is reflected at Arcus, where around 33% of our workforce is female. Representation is much lower in our mobile technical and engineering teams, whereas of March 2026, just 1% (9 colleagues) identify as female.

We discussed our gender pay gap for the first time at our International Women’s Day 2026 event, reflecting our view that it is more than a statutory measure; it shows how opportunity and career progression are experienced at Arcus. Although progress has been slower than hoped, the data has moved us from assumption to insight and supported more open, informed conversations. The gender pay gap compares average hourly pay across the business, not pay for the same role, and the figures reflect the concentration of men in bonus-eligible technical and senior operational roles. This reinforces the need to support more women into technical pathways with greater progression and bonus opportunities. The report shows women are more concentrated in the lower and middle pay quartiles and less represented in the upper quartile, reflecting underrepresentation in higher-paid technical and senior roles rather than unequal pay for the same role. While this is common across FM and engineering, at Arcus it remains a clear call to action. Over the past two years, both our mean and median pay gaps have narrowed, showing gradual progress as more women join Arcus, move into leadership and enter technical pathways. See the Arcus FM Gender Pay Gap Report 2025 here:

<https://www.arcusfm.com/reports/arcus-fm-gender-pay-gap-report-2025/>

Improving representation in technical roles remains central to our strategy. Through Women at Arcus and our EDI activity, we are strengthening data insight, reviewing policies for fairness, investing in development, raising the visibility of women in under-represented roles, and creating traineeships and apprenticeships as entry routes. During 2025–26, we welcomed 66 additional female colleagues and 14 women moved into senior roles. Closing the gap will take time, but we remain committed to transparent reporting and sustained action, backed by our Chief Executive and our ongoing EDI Strategy. At Arcus, we believe talent is everywhere, and opportunity should be too.

Although still predominantly male, the ratio of females to males is higher in Arcus soft services (cleaning) than in hard services. Arcus takes positive action to increase the ratio of women in leadership positions through our Rise talent programme. Rise is exclusive to our hourly-paid (soft services only) colleagues. These images show graduation gifts and Rise certificates being issued to participants on completion of our first Rise talent programme.



4. CONCLUSION

Across 2025–26, Arcus strengthened its Equality, Diversity and Inclusion approach by improving the quality and transparency of workforce data, embedding EDI into policy review and decision-making, expanding colleague voice through a more structured CEN and three active SIGs. We also increased inclusive activity across wellbeing, recruitment and career development.

This can be seen in stronger governance, new and revised policies, improved visibility of under-represented groups, 84 job offers through social value partners, gradual movement in gender pay gap indicators, and targeted support for women's progression.

However, disclosure rates, training compliance and representation in some areas, particularly technical roles, remain a key challenge. Overall, the report shows a shift from awareness towards more structured and measurable action, with a clear need to maintain momentum and focus on data, accountability and long-term representation.



WHAT'S NEXT

Through our 2-yearly review of our EDI Strategy, as well as the analysis carried out in compiling this report, the following required actions have been highlighted, these will be addressed through our Equality Action Plan 2026-27:

- Revise the EDI Strategy to reflect a shift from establishing and creating to delivery, impact, stronger governance and clearer accountability, aligned to the annual EDI Report, EDI Action Plan and evolving UK legislation
- Continue improving EDI disclosure rates, with a particular focus on hourly-paid colleagues, and strengthen onboarding and data capture processes for all new starters, including TUPE, agency and transferred colleagues
- Refresh the I Am Arcus campaign, continue sharing colleague stories and data insight to build trust, improve disclosure and help colleagues understand how EDI data is used in decision-making
- Review the proportion of 'prefer not to say' responses to understand whether further action is needed to strengthen psychological safety and colleague confidence in disclosure
- Once disclosure rates are at 50%+, develop a Board-level EDI dashboard and begin monitoring promotions, leavers, talent programmes, apprenticeships, traineeships and other key career outcomes by EDI characteristic
- Agree targeted positive action where representation gaps are identified
- Investigate reasons for EDI training non-completion, particularly where linked to mobilisation and TUPE, put in place actions to achieve and sustain 92% completion target
- Finalise and implement the Code of Conduct, revised Bullying and Harassment Policy and Sexual Harassment Risk Assessment, including an agreed review cycle and supporting communications
- Continue development of menopause support, including policy implementation, manager guidance / training, communications and wider action to support women's health, wellbeing and career longevity
- Progress Arcus' readiness for future disability and ethnicity pay gap reporting and ensure this is built into the 2026-27 Equality Action Plan
- Women at Arcus SIG to review and meet objectives for 2026-27, make their impact visible
- Voices for Arcus work to meet objectives for 2026-27, make their impact visible



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- Home Office: Religious hate crime statistics, England and Wales, year ending March 2025.
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- Office for National Statistics (ONS): Disability employment rate, April to June 2025.
- Office for National Statistics (ONS): Labour force participation of women aged 50–64 and impact of menopause in the workplace, 2025.



“ALWAYS REMEMBER
THAT YOU ARE UNIQUE.
JUST LIKE EVERYONE ELSE.”

– MARGARET MEAD,
CULTURAL ANTHROPOLOGIST



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