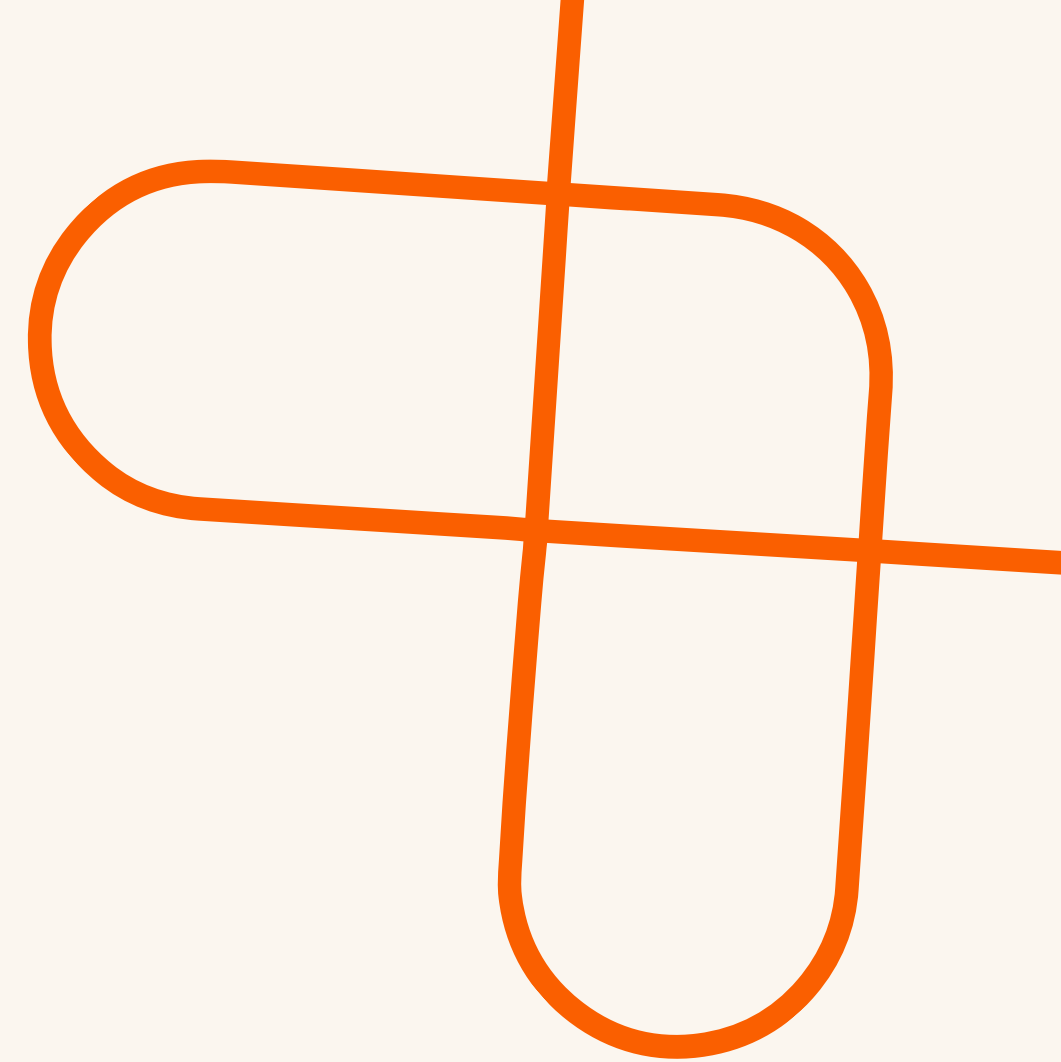




Impact Report

2025-2026





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Introduction

At The Keyholding Company (TKC), we've always believed that physical security should be delivered with care, intelligence and purpose.

Entering our second year as a certified B Corp, that commitment is stronger than ever.

This report reflects the tangible progress we've made over the past year - from advancing our carbon reduction goals to supporting employee wellbeing and community impact.

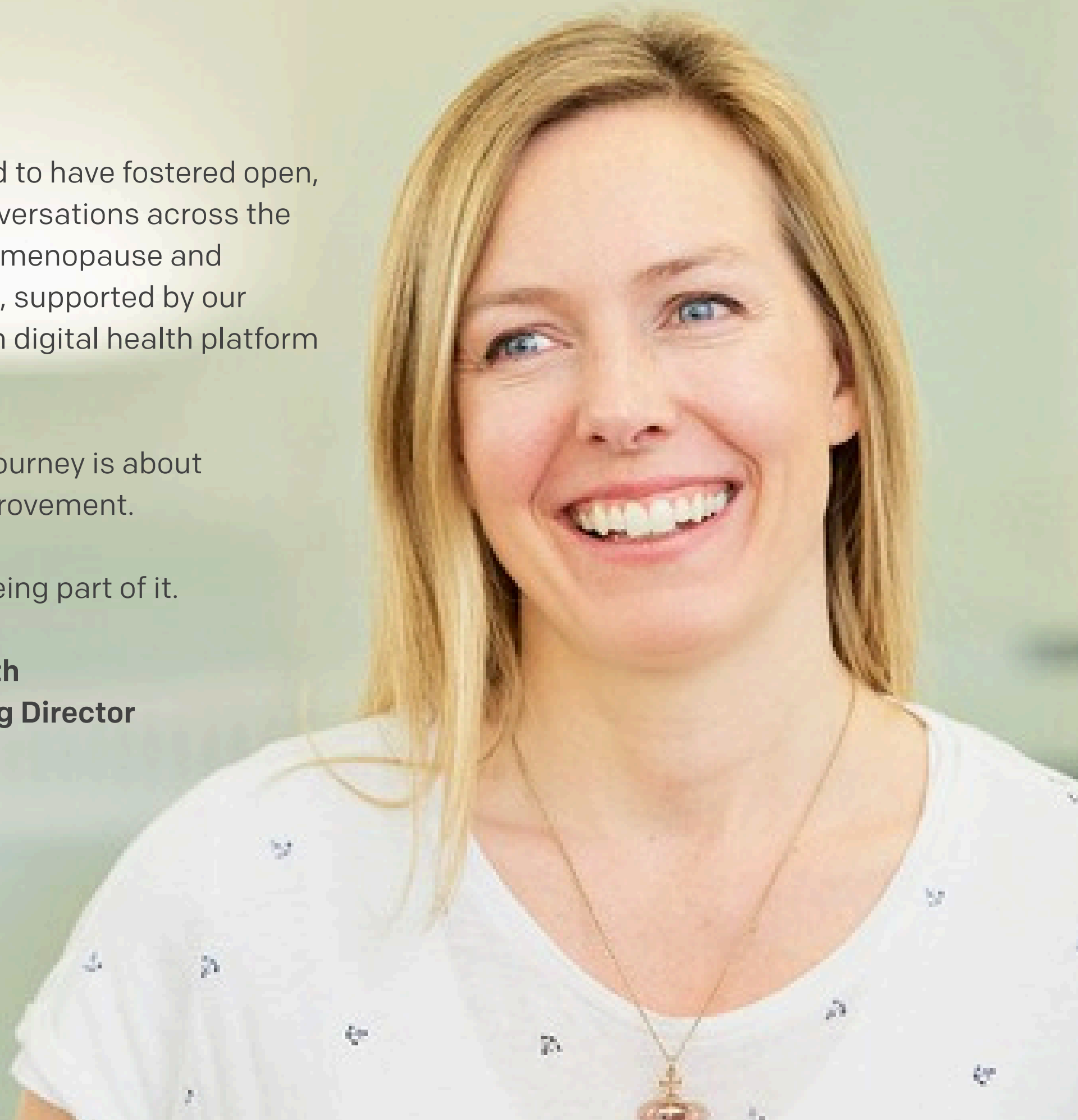
A standout highlight was Moving Mountains, a company-wide fitness challenge supporting Mind Over Mountains, a charity delivering mental health recovery through guided walks, coaching and counselling.

We're also proud to have fostered open, meaningful conversations across the business about menopause and women's health, supported by our partnership with digital health platform Anya.

As always, our journey is about continuous improvement.

Thank you for being part of it.

Abi Shuttleworth
Group Managing Director



Who we are

Delivering security is what we do every day - but what defines us is how we do it. Behind the numbers is a dedicated team committed to protecting people and places responsibly, with innovation, care, and impact at the heart of everything they do.

50,800

properties protected

409,227

km completed using electric vehicles

1.1m+

security jobs delivered annually

48%

of our employees identify as being from a diverse background

Our B Impact Score

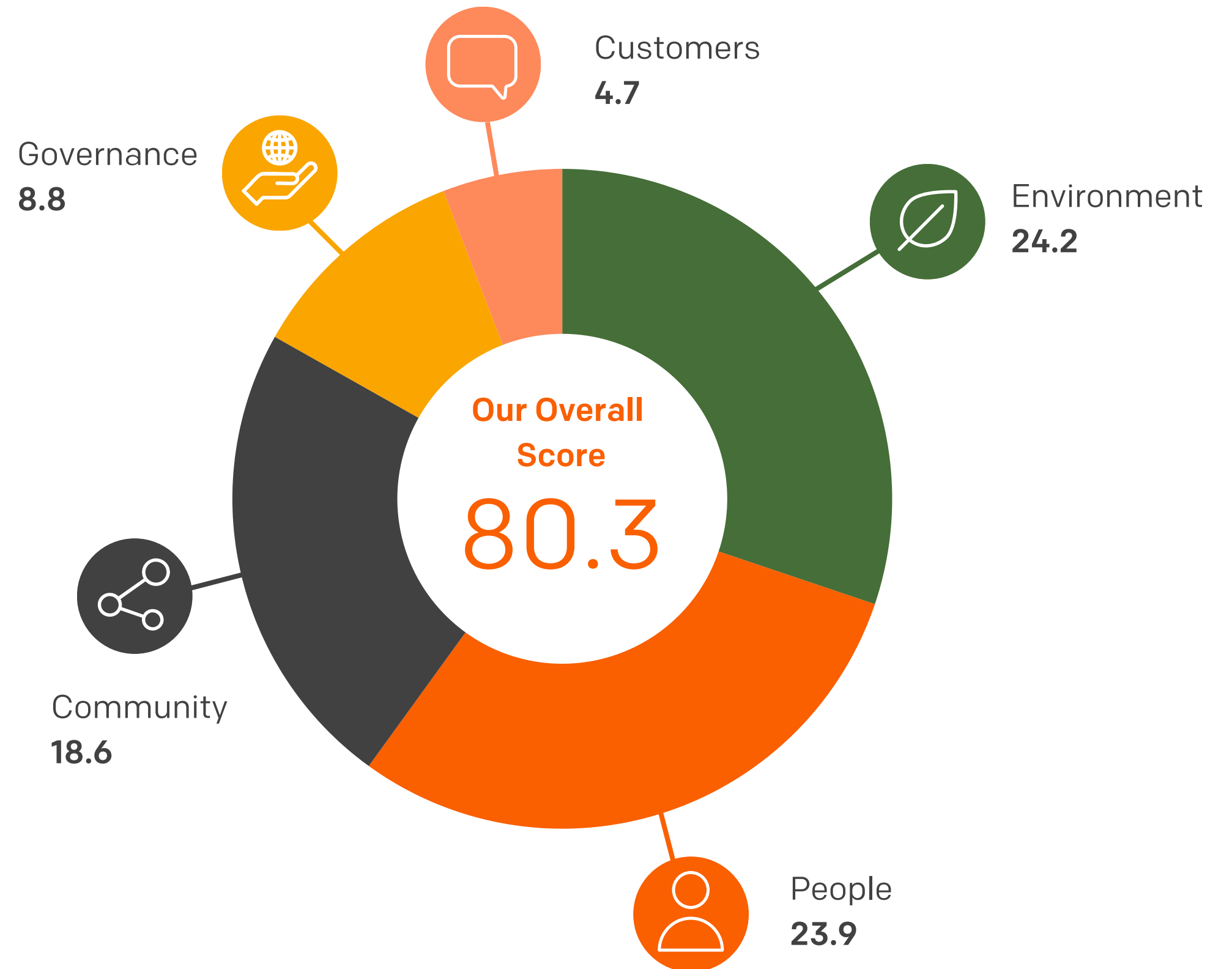
As a certified B Corp, we're part of a global community of over 10,000 businesses dedicated to meeting high standards of social and environmental impact, all working toward a common vision of 'business as a force for good'.

For us, pursuing certification wasn't just a business decision - it was about staying true to the values that have guided us for years.

The process is rigorous measuring our impact across five key areas. Our scores highlight where we're making strong progress - and where we have more work to do.

Key things to note

- 80.3 Our Overall B Impact Score
- 80 Qualifies for B Corp Certification
- 50.9 The Median Score for Ordinary Businesses





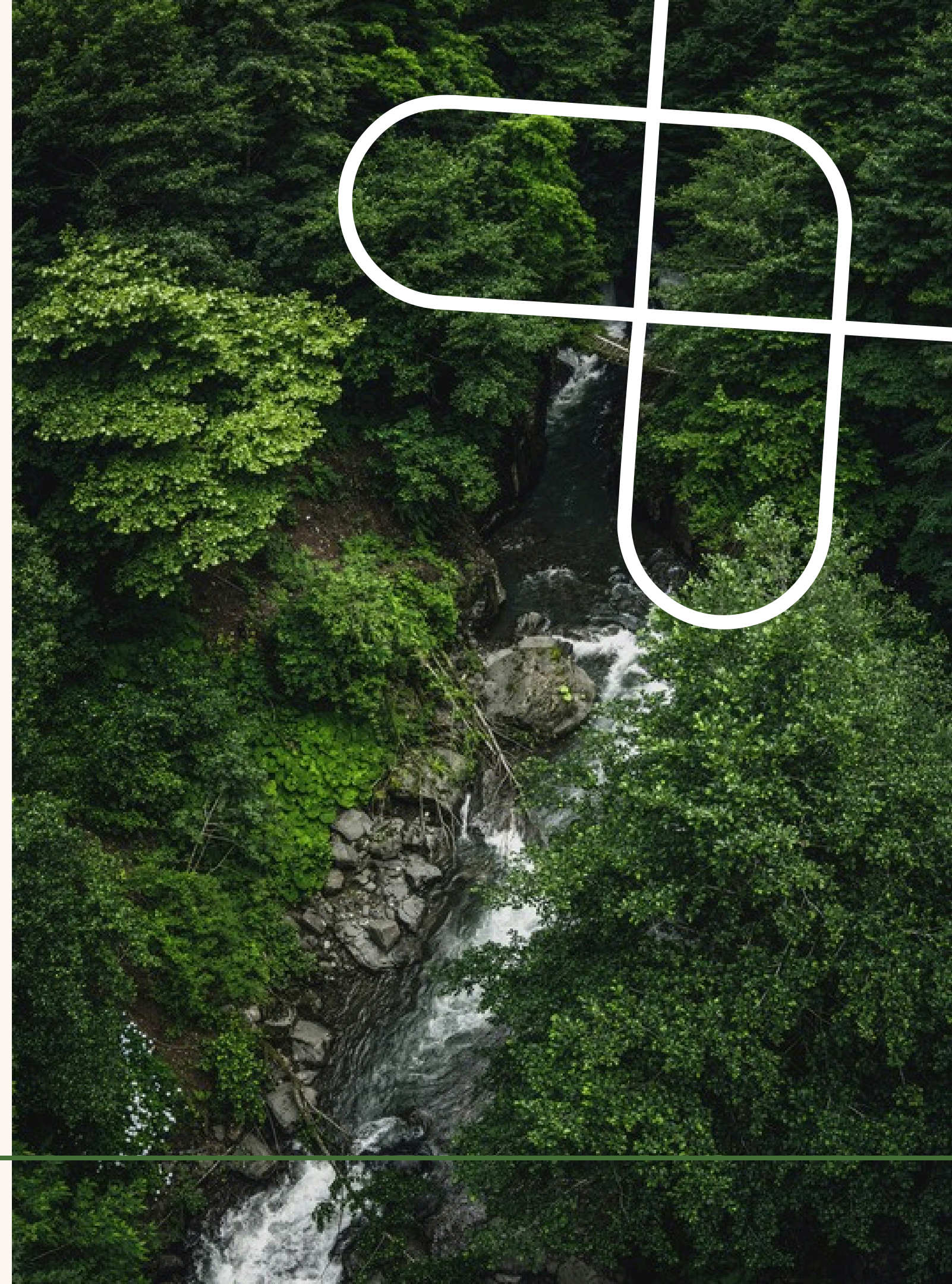
Environment

Accelerating to net zero with transparency at every turn

Our approach to environmental impact remains grounded in accountability and action. This year, we've continued working with sustainability experts Alectro, using their Virtual Sustainability Officer platform to track, refine and accelerate our carbon reduction.

Score

24.2



What we did

2025 Emissions Overview

We reduced total carbon emissions by **19.5% year-on-year**, and per-employee emissions by **13.7%** - continued progress despite an increased operational footprint.*

Scope 2 (market-based) emissions are now at zero.

This reflects our continued commitment to sourcing electricity through a renewable energy tariff. On a location-based basis (which reflects the average emissions of the local grid rather than our specific renewable contract), Scope 2 stands at **17.21 tCO2e**. We report both for full transparency.

What we've learnt

- Employee commuting remains our single largest emissions category, at 76.37 tCO2e - around 44% of our total footprint.



*see appendix on pg. 24 for a more detailed breakdown



What's next

Our net zero commitment is structured in two stages, aligned with the Science Based Targets initiative:

- **Scope 1 and 2 net zero by 2030** through continued fleet electrification and our renewable electricity tariff.
- **Full net zero by 2050** including Scope 3, with a near-term target of reducing Scope 3 emissions by **43%** by 2030.

For 2026-2027, our priorities are:

- **Sustainable Uniform:** we have completed a procurement exercise to move to a more sustainable uniform supply across our teams.
- **100% EV Fleet:** continuing the transition of our internal fleet to fully electric.
- **Sustainable Tech Roll-Out:** continuing to shift device provision toward Framework laptops — modular, repairable devices that dramatically reduce embodied carbon compared to standard equipment. Framework laptops currently make up **33%** of our device fleet, projected to reach **45.7%** by the end of the year.

Our Net Zero Target

We've revised our net zero deadline for Scopes 1 and 2 from 2025 to 2030, to bring us into alignment with SBTi frameworks and give us flexibility to focus on long-term change, not short-term box-ticking.

If our current pace continues, we expect to hit net zero by 2028.



People

Empowering us all to take positive action and transform TKC into a place we all belong

We place people and their wellbeing at the heart of our business. Guided by our People vision, we've taken meaningful steps to ensure every initiative reflects this commitment, creating an environment where everyone feels supported, valued, and empowered.

Score

23.9



What we did

Mentorship - Early Careers Foundation

Against a target of 25 mentors, 26 employees applied and 11 completed onboarding to form this year's final cohort.

Over the scheme's duration, the 11 mentors contributed roughly 110 hours of volunteering time in total (approx. 1 day per month, per mentor, across a 10-month programme).

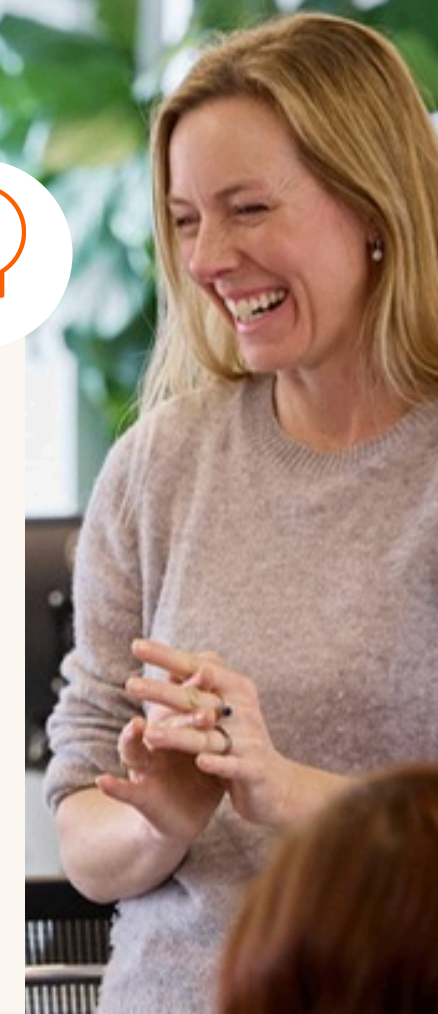
Also new this year:

- Anya (women's health platform)
- Salary sacrifice EV scheme
- AAG Financial Education
- Better Gym membership



What we've learnt

- Our Belonging Survey participation climbed to **50.45%** - a meaningful signal that more of the team are willing to engage with the process.
- The aggregate score masks variation across the business, a gap we're working to understand and address directly.
- Within the survey, identity and pride came through strongest: 90% said they can be their authentic selves at work, and 86% would recommend working at TKC.



What we did

Numbers that speak for themselves



10

individuals were promoted into leadership or management positions



11

people volunteered their time for charitable projects



4.5/5

Glassdoor rating

What's next

Our people told us where they'd most like to see us focus, and we're listening. Our priorities for the year ahead are:

- **Greater transparency** as our systems and ways of working evolve
- Continuing to **invest in our reward and benefits offering**
- Creating more opportunities for **cross-functional and cross-office collaboration**
- **Expanding support for qualifications**, training, and development feedback
- **Investing in office spaces** that better support how our teams work





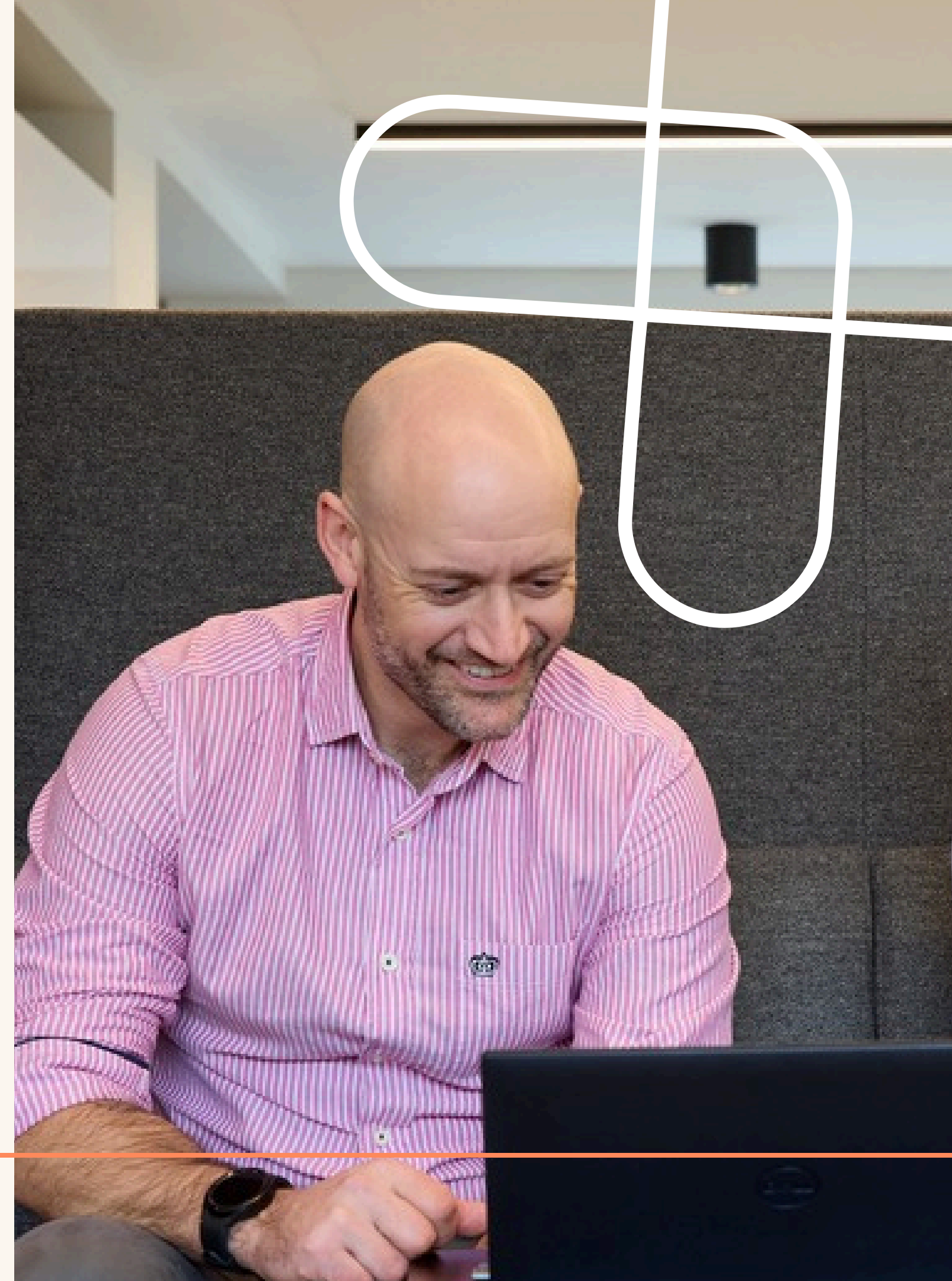
Customers

Delivering peace of mind with empathy, clarity, and integrity

Our customer service teams are committed to going beyond meeting needs - they aim to exceed them. Available 24/7, they support our customers every step of the way, delivering consistently high standards.

Score

4.7



What we did

We focused on two key areas:

1. Driving and Monitoring CSAT

Client satisfaction is a key measure of our impact. We track and improve CSAT scores through platforms like Trustpilot and Google, reviewing results weekly to ensure feedback is timely and actionable

2. Continuing to use our Kudos Channel

Through Slack, we celebrate outstanding customer service, spotlighting team members who go above and beyond to keep our customers happy



What we've learnt

- The reporting transformation programme is enabling a more proactive approach to service.
- The team can now identify issues before the client raises them, then contact both supplier and client to open communication early. Clients have specifically appreciated this — it saves them time and reassures them the issue is already being handled.

★★★★★ 4.1/5

Google Reviews

up from 4 in 2025

★★★★★ 4.3/5

Trustpilot

up from 4.1 in 2025

"I had a lovely experience with Penny at The Keyholding Company. She was patient and informative throughout the duration of our correspondence and explained everything clearly to me... I'm very happy with the service I have received."

★★★★★

★ Trustpilot

"A huge kudos to @oka for consistently going above and beyond to support both the team and our clients. Ozzie is always willing to help whenever needed, takes initiative without being asked, and demonstrates a genuine commitment to our values and what we stand for as a company."

#kudos channel

slack

What's next

As we grow, so must our understanding of our customers.

That's why we have:

- Started using AI to triage and assign Zendesk tickets, freeing up team capacity for meaningful customer interactions
- Started to explore using AI to help build out a new reporting suite





Community

Stronger communities and shared responsibility

As a nationwide security provider, our responsibility goes beyond the services we deliver. In 2025, we continued to build a more structured and inclusive approach to community engagement - one that connects our team, reflects our shared values, and supports the communities we live and work in.

Score

18.6



An image from our Mind Over Mountains fundraising efforts

What we did

This year, our community focus centred on two flagship initiatives, alongside continued mentorship work with the **Early Careers Foundation**:

- **Moving Mountains**, our team fitness challenge in support of Mind Over Mountains - a charity that supports mental health recovery through guided walks, professional coaching and counselling. Running from January to the end of April 2026, the challenge saw the team log walks, runs, rides, swims and more via a shared Strava club, with TKC donating £1 for every hour logged. Ian Boyd from the charity also joined us at Values Day to speak about their work.
- **Golf Days, held across the year, supported seven different charities:** The Roxi Foundation, Motor Neurone Disease Association, The Myton Hospices, British Heart Foundation, Prostate Cancer UK, the Mitie Foundation's Beyond Bars programme, and Rainbows Hospice for Children and Young People.

Together we:



Logged
1,043
hours across
1,320 activities



Climbed
78,394
metres - nearly
9x the height of
Everest



Raised over
£1,000
for Mind Over
Mountains



What we've learnt

- Fiona Maxwell, Finance Manager, shared her ECF mentoring experience - she was drawn in by a stat in ECF's materials that stated 'family wealth at birth is the most accurate indicator of future financial success', more so than IQ, race or gender.
- Fiona found the structure useful: mentees can choose their own topics, and each session comes with a guided plan.
- One mentee found and secured a volunteering role at London Zoo with Fiona's support.



What's next

Our benefits partner **HSF Health Plan** is the trading company of The Hospital Saturday Fund, a registered charity founded in 1873.

All of HSF's profits are channelled to the charity, which provides grants to medically-associated charities, hospitals, and hospices across the UK, Ireland, and Malta - meaning every employee enrolled on the scheme is indirectly contributing to that work, simply by being a member.





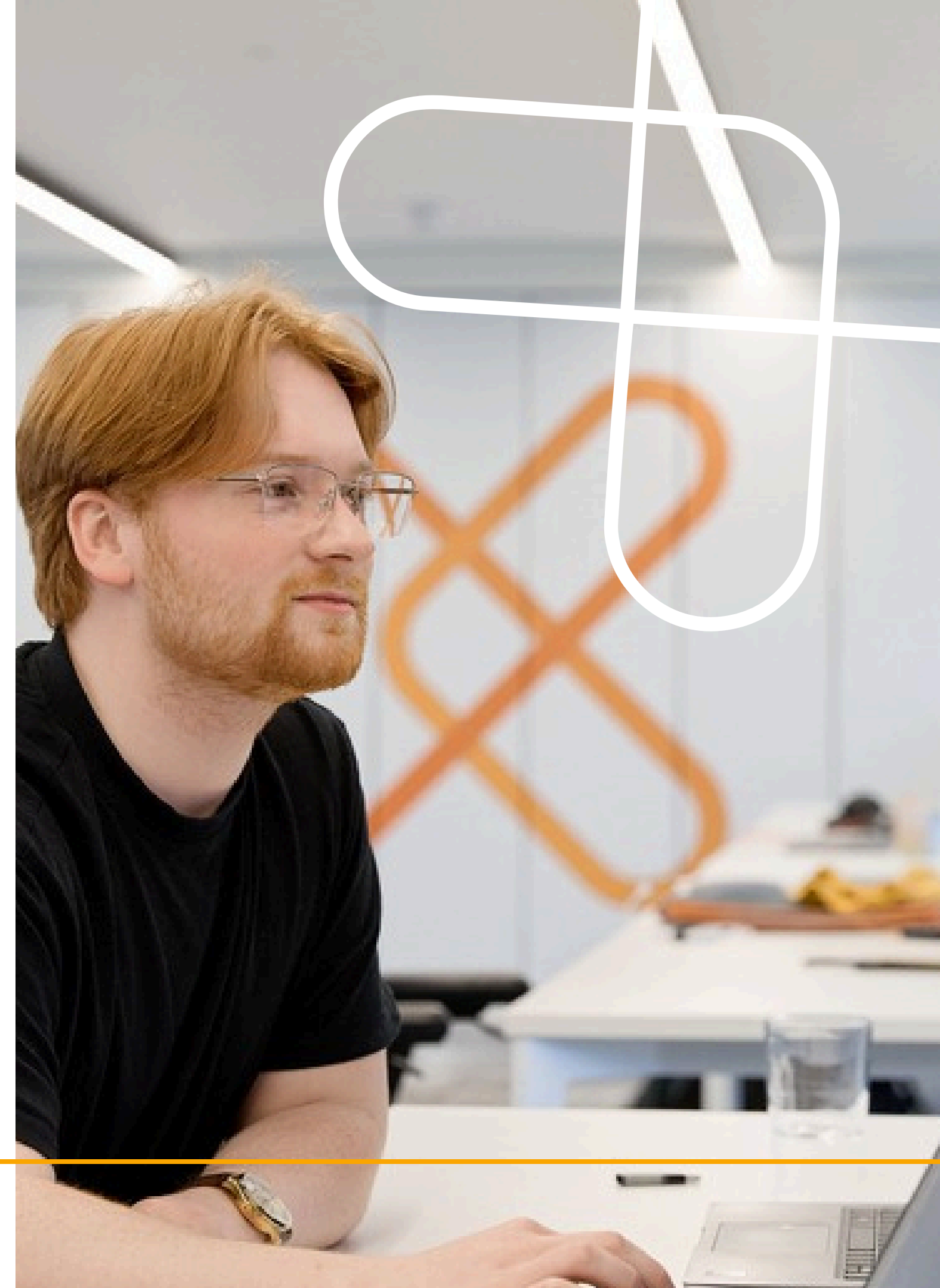
Governance

Building greater transparency and accountability into how we operate

For us, governance isn't just about rules and processes. From setting clear social and environmental objectives, to clearly communicating with our people and shareholders, we're ensuring that accountability is built into every level of decision-making.

Score

8.8



What we did

Strong governance is essential - and it must evolve as we do. This year, we focused on five key areas:

- 1. Continuing to embed social and environmental objectives into our OKRs** to guide decision making across the company
- 2. Sharing our financial performance with our employees** at quarterly Values Days so everyone stays informed
- 3. Publishing our annual environmental performance** and carbon reporting for visibility
- 4. Setting up an integrated management system** for compliance
- 5. Achieving Code of Practice 119 (COP 119) certification in October 2025**

Alongside this, we also:

- Introduced a new remuneration policy and terms of reference, replacing informal, ad hoc pay decisions with a properly constituted committee
- Rolled out a new KPI monitoring programme, giving the business a single source of reference
- Moved all servers to the UK
- Implemented new software 'Fleet Focus' to enable us to keep our drivers more compliant on the roads



What we've learnt

- As we lean further into AI across the business, we're learning the importance of keeping a human governance factor front and centre - building in human-led guardrails rather than letting the technology run ahead of oversight.
- We've established an AI Governance Framework covering policy, risk assessment and staff awareness in line with ISO42001 guidelines. We've also updated our Privacy Policies to disclose our use of AI in processing personal data.

What's next

Looking ahead, we'll focus on adopting the new B Corp Purpose, Stakeholder, and Governance guidelines. A gap analysis is well underway in advance of our 2027 certification.

We will also focus on:

- **Continuing and ongoing AI governance**, in line with evolving legislation and regulations
- **Changing employment laws**: we're working cross-departmentally to ensure compliance across what will be a two-year rollout.
 - The Employment Rights Act (ERA) 2025 lands in waves between February 2026 and the end of 2027. We've reviewed all 25 proposed changes: the majority are already compliant or have controls in place, with a clear plan underway for the remainder ahead of each relevant deadline.



Final thoughts

Writing our second Impact Report has given us a chance to look at not just what we've achieved, but what comes next.

We're already working towards B Corp's forthcoming assessment framework, and it's pushing us to look harder at areas we hadn't examined as closely before, including the risks of modern slavery across our operations and supply chain.

We're doubling down on our investment in electric vehicles, and as we move to a new uniform supplier, we're being deliberate about how we retire the old one, so the transition creates value rather than waste.

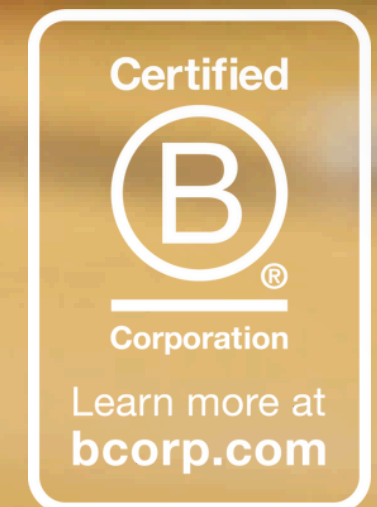
Becoming a B Corp isn't the end goal. It's a marker, one that reminds us to keep asking tough questions, listening, and holding ourselves to a higher standard.

We're proud of the progress we've made. But more importantly, we're committed to keep building on it, one step at a time.

The TKC Team



Thank you for following
our journey



Appendix - Environment

At the start of each year, we conduct a report with sustainability experts Alectro, to understand our carbon expenditure for the previous year.

Our latest report was published in **September 2026**, covering our environmental performance in **2025**.

We made fantastic strides and reduced our emissions across a number of areas. Here are some areas we cut carbon - and a key driver behind that reduction.

Purchased Goods



A more ethical approach to tech procurement with equipment lifespans extended

Electricity



We're now at 0 tCO2eq associated with purchased electricity due to green tariffs at all of our bases

Company vehicle transport



409,227 km completed by our London Operations team using EVs

Employee Commute



Hybrid working and flexible attendance changing employee behaviour