



# CSR

## Report 2025



# INTRODUCTION

## Dalkia UK's | CSR Strategy and Commitments

We have an unwavering commitment to creating positive change for our planet, our society and our people. Our dedication to sustainability, responsibility and inclusion does not end when we achieve strong results. Instead, each achievement strengthens our commitment to go further, to lead by example and to help shape a better future for all.

Guided by our four strategic pillars and fully aligned with the commitments of our parent companies, Dalkia and EDF, our people have once again found meaningful and tangible ways throughout 2025 to make a difference to our society as a whole and the communities in which we operate.

Our CSR strategy is rooted in our core values: People First, Better Together, Trusted Partners and Taking Responsibility. These values are not only what we stand for; they

form the constant thread connecting our commitments to our company's purpose. They ensure that everything we do is grounded in doing what is right, inspiring our people to act responsibly and to support those who are less fortunate.

This report reflects how we continue to turn intention into action, demonstrating our belief that responsible business practices are essential to long term success and to the positive impact we strive to deliver.

**Our responsibility to society is not defined by a single initiative or a single year of progress. It is defined by the choices we make every day, choices that reflect our values, honour our commitments and strengthen the trust placed in us by our customers, our communities and our people.**

What makes me proud about this year's progress is not just the results we achieved, but the people behind them. Every step forward reflects the dedication, compassion and integrity of our teams, individuals who choose, every day, to do what is right.

As we continue this journey, we remain committed to leading with purpose, challenging ourselves to go further and ensuring that the positive impact we create today becomes the foundation for a more sustainable and inclusive future for all.



**Gautier Jacob**  
Chief Executive Officer  
Dalkia UK

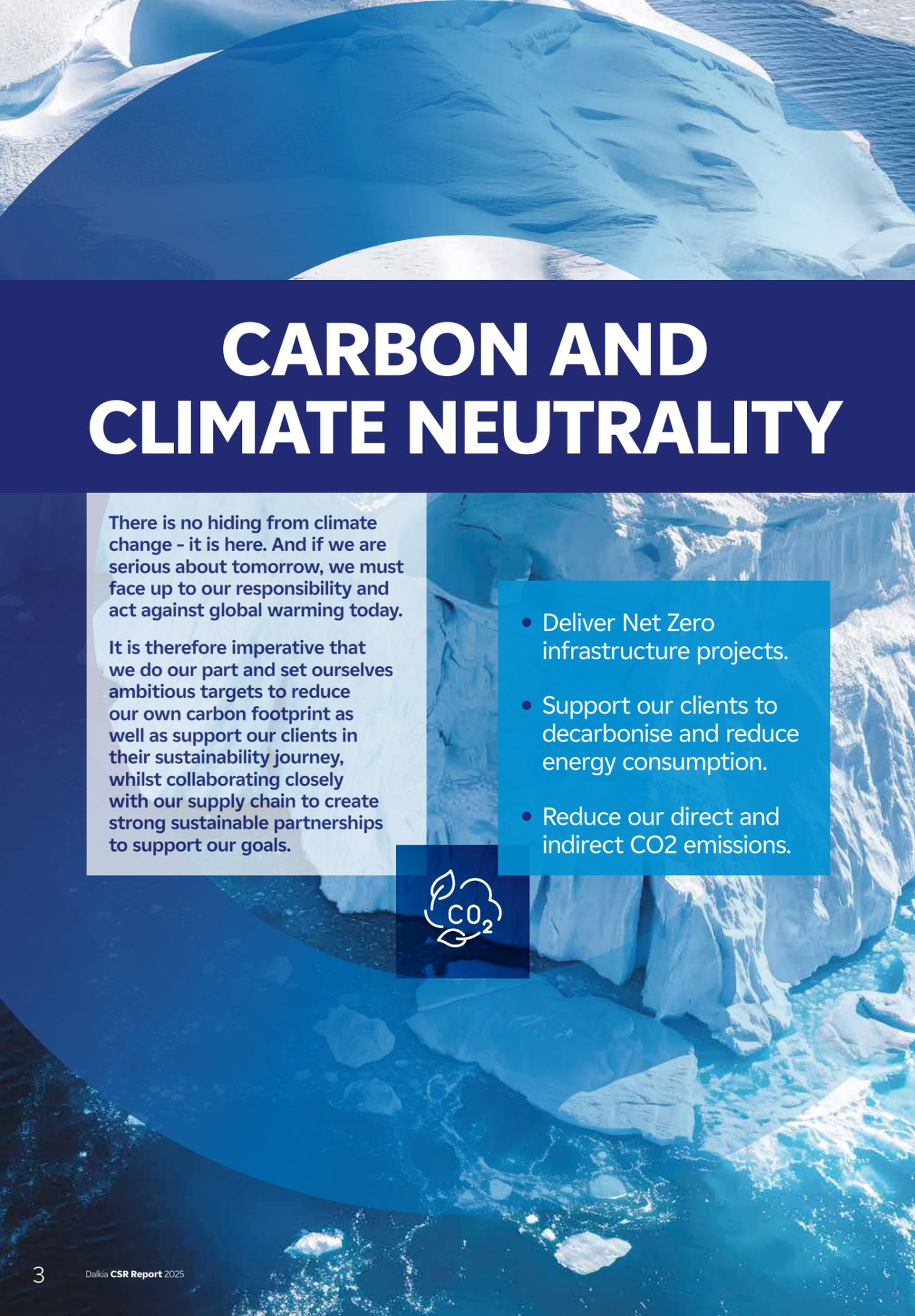


**Clémence O'Connor**  
Head of Corporate  
Social Responsibility

**Our Corporate Social Responsibility culture continues to strengthen, driven by the commitment and passion of our people.**

Across each of our strategic pillars, our teams play a vital role in turning our ambitions into meaningful action. By working closely with our stakeholders, we are enhancing our positive impact on key issues including wellbeing, climate action and inclusion – areas that remain central to our long term vision.

Raising awareness of these topics is essential to inspiring engagement and empowering people to be part of positive change. This report showcases how, at Dalkia UK, we collaborate to deliver both small and large initiatives that collectively create measurable, lasting impact.



# CARBON AND CLIMATE NEUTRALITY

There is no hiding from climate change - it is here. And if we are serious about tomorrow, we must face up to our responsibility and act against global warming today.

It is therefore imperative that we do our part and set ourselves ambitious targets to reduce our own carbon footprint as well as support our clients in their sustainability journey, whilst collaborating closely with our supply chain to create strong sustainable partnerships to support our goals.

- Deliver Net Zero infrastructure projects.
- Support our clients to decarbonise and reduce energy consumption.
- Reduce our direct and indirect CO2 emissions.



Deliver Net Zero infrastructure projects



## Scaling UP Nuclear Operations

On 1 July 2025, we took on responsibility for delivering Facilities Management Services across EDF's operational nuclear fleet in the UK, a major milestone in our strategic growth.

This long term partnership spans eight nuclear power stations and brings together a broad portfolio of essential services, including mechanical and electrical maintenance, catering and waste management. It also marks a significant expansion of our operational capability as we welcomed around 1,000 new colleagues into the Dalkia UK family.

With the nuclear sector now representing 20% of our UK business, this contract strengthens our role in supporting the nation's critical energy infrastructure and reinforces our commitment to delivering safe, innovative and high quality services.





Support Clients' Decarbonisation

# Decarbonising ARUP'S London HQ

Dalkia UK delivered a £3.1m decarbonisation programme at 8 Fitzroy Street, Arup's London headquarters. Acting as Principal Contractor, we provided design validation, coordination, fabrication, installation and commissioning of new low carbon heating and cooling systems, all while the building remained fully operational.



## Key upgrades included:



Replacement of gas boilers and chillers with high efficiency air source heat pumps



Domestic hot water upgraded to CO<sub>2</sub> based heat pumps



Carbon savings of around 250 tonnes of CO<sub>2</sub> annually, equivalent to emissions from 150 UK homes



**Benjamin Lemaitre**  
Group Strategy Director  
**Reducing our Emissions**

2025 was the warmest year on record for the UK, surpassing the previous record set in 2022. It is a stark reminder that global warming is not slowing down and our ability to reduce CO<sub>2</sub> emissions is more critical than ever, both as businesses and as individuals.

At Dalkia we are not backing down, as we were able to **reduce our own carbon intensity by 12.5%** in 2025, thanks to a combination of energy reduction in offices and better travel & fleet management.

We were also able to **reduce 15,000 tons of CO<sub>2</sub>** emissions for our clients with affordable and innovative technical solutions: notably heat pump solutions, PV and LED projects, energy management and BMS upgrades.

This project represents far more than an engineering upgrade. Through close collaboration from design through delivery, Dalkia and Arup ensured essential services remained uninterrupted. Out of hours installation, prefabricated pipework and carefully sequenced activities enabled the retrofit to be completed safely, efficiently and with minimal disruption.

As Stephanie Welch, London Office Leader & Head of WFM at Arup, commented: "8 Fitzroy Street is more than just Arup's headquarters, it's a reflection of our Net Zero Plan in action."

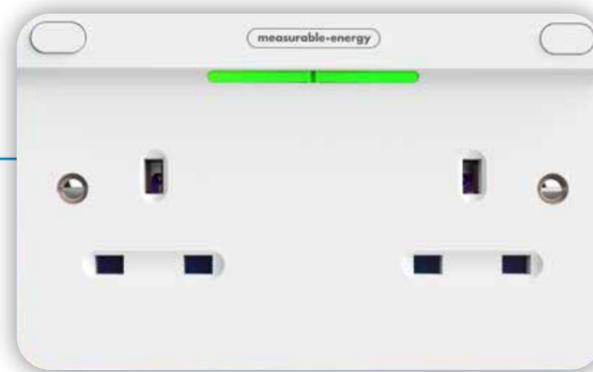


Reduce our direct and indirect CO<sub>2</sub> emissions

## Cutting Waste at the Socket: Smarter Energy Use in Action

We partnered with measurable.energy to tackle one of the most overlooked sources of carbon emissions in commercial buildings: plug power. The results were immediate - a 52% reduction in energy use and a 49% cut in carbon emissions across our Glasgow office.

Plug power from everyday appliances accounts for around 40% of energy use in commercial buildings and half of it is typically wasted. To address this, we installed AI enabled smart sockets that automatically switch off devices outside working hours and identify unnecessary consumption in real time.



The technology provides appliance level insight, helping us target waste from items such as monitors, printers and heaters, while improving the accuracy of our energy and carbon reporting.

This project demonstrates how small, intelligent interventions can deliver significant sustainability gains, reinforcing our commitment to reducing emissions through innovation and practical action.



Support Clients' Decarbonisation



Kathy Cowell OBE, Trust Chair recently met the team

## Energy Innovation for a Net Zero NHS

We're proud to support a transformative programme that will deliver lasting environmental and financial benefits for Trafford General Hospital, the birthplace of the NHS.

The project will establish a permanent zero carbon energy system, strengthening the Trust's ability to provide sustainable, resilient healthcare for generations to come. It forms a key part of the Trust's wider ambition to:

- Cut its carbon footprint
- Boost energy efficiency across its estate
- Embed long term sustainability into operations

By delivering innovative, future focused solutions that reflect the Trust's values, we're helping shape a cleaner, more resilient energy future for the NHS.



# ENVIRONMENTAL POSITIVE IMPACT

Our climate ambition goes hand in hand with a strong commitment to the preservation of biodiversity, which is in an equally alarming situation as climate. We believe that change starts with awareness and training so we want to ensure that our stakeholders understand the environmental crisis we are facing.

By implementing changes to the way we operate and partnering with sustainable stakeholders we know that we can have a positive impact towards preserving the environment and the planet's resources.

- Raise stakeholder environmental awareness.
- Improve waste management.
- Deliver environmental community actions.



Delivering Environmental Community Actions

## Green Volunteering

Our people are passionate about protecting the planet and our volunteering programme enables them to take meaningful action using paid time off to support local environmental causes.



This year, over **32% of all volunteering hours were dedicated to environmental activities** from litter picking and gardening to seed planting, bee workshops and community garden projects. These hands on contributions not only benefit local ecosystems but also provide colleagues with the wellbeing boost that comes from spending time outdoors and making a positive difference.





Raising Stakeholder Environmental Awareness

# Growing for Wellbeing, Community and Connection



Our commitment to nature took root, quite literally, at our Birmingham office allotment. Developed in partnership with Nurture Landscapes, the space has become a wellbeing hub where employees can step away from their desks, connect with nature and grow flowers and vegetables.

Produce from the allotment is shared among colleagues and when possible, donated to a local foodbank, creating a meaningful link between employee wellbeing and community support.



## Awareness into Action

In March, we hosted our annual Environment Week, a dedicated opportunity to share sustainable practices and increase our people's environmental awareness. The week brought together a mix of activities including Climate Fresk workshops, webinars with expert speakers and a series of challenges and competitions.

Colleagues contributed innovative sustainability ideas, showcased best practice from across the business and took part in organised events such as litter picking in their locality. By collaborating closely with clients and our supply chain, we increased the impact of the week and strengthened our shared commitment to environmental responsibility.



Improving Waste Management

## Rehoming, Repurposing, Recycling

During our office moves in London and Nottingham, we ensured that surplus furniture and equipment found new homes rather than becoming waste. By donating items such as chairs, tables and plant pots to local charities and community organisations, we extended the life of our resources and supported local groups to enhance their own spaces.

Across our offices, we are proud to achieve over **99% recycling or recovery rate for corporate waste.**

This is achieved through close collaboration with landlords and suppliers to ensure transparency, accountability and responsible disposal practices.



## Responsible Tech, Zero Landfill

To ensure our digital transformation has a positive environmental footprint, we continued our partnership with ICT Reverse. This year:

**737 assets** were responsibly processed with **0% sent to landfill**



By reusing or recycling every item, we **prevented 864 kg of carbon emissions**



# PEOPLE AND SOCIETY

At Dalkia, our people are central to our success. We are committed to creating a safe, inclusive and supportive workplace where everyone can thrive, contribute and develop. Our approach to People and Society focuses on three priorities.

- Safeguarding health, safety and wellbeing.
- Fostering equity, diversity and inclusion.
- Offering learning, development and fair opportunities for all.



Safeguarding health, safety and wellbeing

## Safe Driving in Action

Pearce Crossley from our Facilities division was named Lightfoot Fleet Driver of the Year 2024, winning the organisation's largest ever prize of £10,000.

His consistent commitment to safe and efficient driving reduced fuel consumption by up to 20% and cut accident risk by 50%. ever prize of £10,000.

Lightfoot was introduced as part of our Changing Gear programme to improve road safety, reduce emissions and lower fuel costs. Pearce's achievement demonstrates how everyday behaviours support both personal safety and our Net Zero ambitions.



## Safety Leadership and Culture

Safety is fundamental to how we operate. We often work in high risk environments and we recognise that strong safety performance relies not only on robust systems, but on empowered leaders on the ground.

To support this, we developed a Supervisors Safety Leadership programme, providing practical tools to help supervisors manage safety effectively on site. Delivered through interactive workshops and real life scenarios drawn from our operations, the course focuses on visible leadership, communication, risk perception and behavioural safety.

The aim is to enable supervisors to translate learning into immediate action, encouraging early intervention and meaningful safety conversations.

To date, 60 supervisors have completed the programme, strengthening leadership capability and reinforcing a culture where safety is openly discussed and prioritised.

## Safety Performance

This commitment is reflected in strong performance across the business.



9.6 million hours worked.



35% reduction in recorded Lost Time Injuries despite a 7% increase in worked hours.

Lost Time Injury Rate at 1.76 incidents per million hours worked - our best annual performance on record.



These achievements reflect a deeply embedded safety culture, driven by visible leadership, workforce engagement and a strong focus on high risk activities. Initiatives such as safety conversations, workshops, POWRA, Changing Gear and weekly high risk reviews ensure risks are identified early and managed effectively.

# Wellbeing at Work

We believe wellbeing is integral to performance and engagement. Throughout the year we run targeted awareness campaigns aligned to national and international wellbeing dates, alongside a dedicated wellbeing week.

Our 2025 wellbeing plan focussed on Prevent, Detect, Promote and Support, addressing both physical and mental health. Support includes Mental Health First Aiders, our Campfire forum, a 24/7 Employee Assistance Programme and practical tools such as the Stress Bucket and Wellbeing cards to encourage open conversations between employees and managers.

Colleagues have taken part in wellbeing webinars, awareness sessions on topics such as menopause, stress and mental wellbeing, sports and step challenges and mental health forums. By normalising these conversations, we continue to reduce stigma and create a positive, supportive working environment.



Fostering equity, diversity and inclusion

# EveryOne Network - Dalkia Forces Support Network

As part of our EveryOne Network, we introduced the Dalkia Forces Support Network to support veterans and reservists across the business. Launched during Armed Forces Week, the network provides a safe space to connect, share experiences and recognise the value military service can bring to an organisation.

Working in partnership with parent company EDF's UK Forces Support Network, the initiative covers mentoring, transition into civilian careers and peer support. It aligns with EDF's Armed Forces Covenant commitment and strengthens our ability to serve clients in public and defence sectors.

Led by veteran and Dalkia Business Unit Director Stu Brown, the network has already made a tangible impact, including fundraising over £2,000 for the Poppy Appeal through Remembrance Day activities. Stu commented: "The Dalkia Forces Support Network is all about bringing those who have served - or are still serving - together for support and inclusion."



Learning, Development and Fair Opportunities

## Early Careers and Apprenticeships

Through the Dalkia Academy, we continue to invest in early careers. We currently support 341 apprentices, with 93 new starters joining last year.

In October 2025, we hosted our first all Dalkia apprentice welcome events in Manchester and Birmingham. These events brought together 84 apprentices and 21 colleagues, featuring executive welcome sessions, health and safety briefings, development workshops and Q&A panels with existing apprentices.

We also strengthened mentoring capability in 2025, delivering four mentor training sessions to 58 delegates, equipping colleagues with the skills and confidence to support apprentices effectively.



## Learning and Development

In 2025, colleagues completed **75,030** learning modules.



This represents **61,768** hours of development across online and in person learning.



Key programmes included:

**Leading Through Influence** - a two day development programme focused on communication, collaboration and professional impact, with 25 delegates participating to date.

**Building a Respectful Workplace** - sessions designed to promote respectful behaviours and address challenges, attended by over 200 of our people.

These initiatives ensure our people have the skills, confidence and opportunities to grow, contribute and succeed today and into the future.

## Allyship

In 2025 we launched our Allyship programme, with 68 employees trained across three cohorts. Allies actively support colleagues from under represented or marginalised groups, using their voices and influence to help create an inclusive culture. Allies played a key role during Wellbeing & Diversity Week, hosting pop in sessions and feeding insights back into our ED&I Champions forum.

We are proud to be a company that attracts and retains diverse talent. With **women representing 29% of our workforce**, we are committed to fostering an inclusive culture that celebrates individual differences and the valuable contributions our people bring to our organisation.



# RESPONSIBLE LOCAL DEVELOPMENT

Dalkia UK is committed to acting responsibly in the communities where we operate. We uphold high ethical standards, engage openly with stakeholders and generate meaningful social value through our projects, partnerships and people.

- Ensure high ethical standards of business conduct.
- Facilitate stakeholder engagement.
- Generate social value where we operate.



Ensure high ethical standards of business conduct

## High Ethical Standards of Business Conduct

Integrity underpins everything we do. Our Employee Code of Conduct, updated this year, sets clear expectations for ethical behaviour and is supported by comprehensive policies, mandatory training and regular communications.

We strengthened transparency further through updates to our Gifts and Hospitality Procedure, introducing clearer approval levels, reporting thresholds and enhanced guidance on conflicts of interest, supplier engagement and how to raise concerns. A confidential reporting process is available to employees and third parties, ensuring any concerns are raised safely and investigated robustly.

Our ethics training covers topics including modern slavery, bribery and fraud prevention, and whistleblowing. In 2025, employees completed over 5,000 ethics related training courses, reinforcing a strong culture of accountability and trust.



Engaging with Stakeholders

## Recognition and Awards

Our commitment to collaboration, safety and social value has been recognised by clients and partners through multiple awards and nominations, including:

- **Supply Chain Innovation Award** at Greenheyes Science Park project.
- **Work Partners of the Year** for projects such as Project Newton and Spindles Shopping Centre redevelopment.
- **Silver Award** at the SABIC European Contractor EHSS Awards (Teesside site)
- **IWFM Impact Awards** finalist for Best Client/Provider Collaboration.
- A perfect **Considerate Constructors** Scheme score on the Cardiff University project.
- Two **Golden Standards Awards** at the InfraRed Creating Better Future Awards for contributions to the Salford and Wigan communities.

These achievements reflect strong partnerships and our focus on delivering responsibly for clients and communities alike.

## Sustainability Performance

As part of the wider Dalkia family, we maintained our Ecovadis Platinum rating, placing us in the top 1% of companies globally, while improving our overall score from 82% in 2024 to 85% in 2025. This reflects continued progress across ethics, labour and human rights, environment and sustainable procurement.





Generating Social Value in our Communities

# Charity Partnerships



**£43k**  
raised  
in just  
**9 months**

In April 2025, we launched a new two year partnership with the British Heart Foundation (BHF). This partnership supports lifesaving research, education and wellbeing initiatives, aligning closely with our focus on health and prevention. To date, we have raised over £43,000, with further fundraising and engagement activities planned for 2026, including challenges, donation drives, CPR training and volunteering opportunities.



We have donated **£12,981** to CRASH, the Construction Industry's charity which we have supported for many years now, contributing to their vital work.

Beyond our core partnerships, we continue to support a wide range of national and local causes. During the year, **we donated over £32,000 to charities and community organisations**, including Cancer Research UK, Macmillan, Action for Children and Alzheimer's Society, alongside practical support such as food parcels, toys, washbags and sponsorship of local sports teams.



In March 2025, we concluded our three year partnership with **Mind** and **SAMH**, raising over **£135,000** while helping to normalise conversations around mental health through employee led initiatives.



# Volunteering

Our people play a vital role in delivering social value. In 2025, employees volunteered **3,094 hours** through our volunteering programme, supporting causes ranging from STEM mentoring and environmental projects to food banks, hospitals and local charities. This reflects our "Do good, feel good" ethos and the strong community spirit across the business.



# Social Value Reporting

We strengthened our approach to measuring impact through enhanced Social Value reporting, using comprehensive platform Compliance Chain. This enables us to set contract specific targets, track delivery and provide transparent reporting to clients and stakeholders. By capturing and sharing outcomes, we demonstrate how our work creates lasting benefits for the communities in which we operate.

**Over £16m**  
worth of social  
value delivered  
over a **£40m**  
commitment