radius

Annual sustainability report

Fiscal year 2026



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1. Introduction

We understand the value that good environmental, social and governance (ESG) practices can bring to businesses. Over the last fiscal year FY26 (April 2025 to March 2026), we continued to embed Sustainability and ESG activities across the Group ('Group' means the Radius global group of companies).

Message from Simeon Irvine, Chief Business Officer and Sustainability and ESG Sponsor

As Board sponsor for Sustainability and ESG, I am proud to share some of the key achievements and work we have undertaken over the past year.

I want to begin by acknowledging that sustainability has faced meaningful headwinds during FY26. The global legislative and policy landscape has at times felt uncertain, with debates around the pace and prioritisation of ESG frameworks continuing across governments and industries.

Despite this, our commitment has not wavered. We have remained focused on building a responsible, resilient business that delivers long term value for all our stakeholders, and FY26 has only reinforced our conviction that doing the right thing is not contingent on external conditions or shifting regulatory sentiment.

From a governance perspective, our Sustainability Steering Committee has continued to drive progress and convenes on a monthly basis. This increased cadence reflects the importance of sustainability within our strategic agenda and ensures that climate risks, opportunities and ESG initiatives receive the senior level attention they require.

During the year we also undertook a comprehensive review of our climate related risks and opportunities, refining our understanding of the physical and transitional risks facing the Group and the commercial opportunities arising from the transition to a lower carbon economy. Alongside this, we completed our first Double Materiality Assessment (DMA), providing a stronger foundation for prioritisation and disclosure as our reporting obligations continue to evolve.

On the environmental side of the agenda, FY26 has seen a number of tangible operational milestones. The installation of Solar PV panels on our Crewe Campus, a project we have been working towards for some time, came to fruition during the year, reducing our Scope 2 emissions and energy costs and signalling a clear direction of travel for the wider estate.

We also implemented a new carbon accounting platform during the period and used FY25 data to establish our Group wide carbon baseline, providing the data foundation needed to set credible, measurable carbon reduction targets in due course.



Alongside this, we maintained our ISO 14001 certification and continued to evolve our Environmental Management System (EMS) through clearer accountability and responsibility allocation across the organisation, supported by structured EMS training sessions for colleagues whose roles intersect most directly with our environmental controls.

On the social side of the agenda, we have continued to make meaningful progress across both DEI and our wider people activity. The launch of The Hive at our Crewe headquarters in September 2025 was a particular highlight of the year, providing colleagues with a dedicated space for DEI activity, learning and development, and community engagement under one roof, and giving our employee resource groups, charity partners and colleagues a shared environment in which our culture and community work come together. The space was officially opened by the Mayor of Crewe at a Community Celebration attended by more than 250 colleagues, and during the year hosted 20 charitable activities delivered by our local partner organisations free of charge.

To mark Radius's 35th anniversary, we launched our first ever charitable grants programme in November 2025, awarding 35 grants of up to £2,500 to charities delivering tangible local impact, with 24 supporting organisations in the Crewe community and a further 11 distributed nationally through local community foundations in partnership with Cheshire Community Foundation.

In FY26, we continued investing in our people, strengthening engagement, capability and wellbeing across our global workforce. Improved survey outcomes and external recognition as a Sunday Times Best Place to Work reflected colleague sentiment. We expanded our learning and development framework, investing in training, leadership and early careers alongside growth in apprenticeships and graduate schemes. Our focus on internal mobility and career pathways strengthened retention and progression, supporting a future ready workforce.

In FY27, I am looking forward to what lies ahead. In addition to continuing in my role as Sustainability and ESG Sponsor, I will be working more closely with colleagues across the Group in my new capacity as sponsor for Diversity, Equality and Inclusion (DEI) and Community Investment (CI).

These areas are fundamental to our culture and values, and I look forward to championing them alongside our sustainability agenda. We will continue to refine our roadmap, embed climate resilience and transparency into our operations, and keep moving forward to create long term value for all our stakeholders.

Simeon Irvine
Chief Business Officer
Sustainability and ESG Sponsor



Key facts

83%

increase in EV kWh through our cards

£214,270

donated directly to charitable causes

942,000

EV connectors on our network globally

35

grants awarded as part of our 35th anniversary community programme

80,000+

kWh projected generation through our new solar installation every year

Employee Net Promoter Score increased by 11 points to

+26

45 global

Graduate positions filled in FY26

Named Sunday Times

Best Places to Work

in the Financial Services sector for the 2nd year in a row in the UK

Supporting the development of a dedicated community hub,

The Dome

in Crewe

2. Overview of Radius Materiality Assessment

Laying the groundwork for our sustainability journey

In FY26, Radius completed its first Double Materiality Assessment (DMA), a structured exercise designed to identify the sustainability matters most relevant to our business, our stakeholders and the value we create over the short, medium and long term. The DMA provides a clear, evidence-based foundation for embedding sustainability into our strategy, risk management and decision making across the Group, and supports a more informed dialogue with the Board, our colleagues and our external stakeholders on the issues that matter most to the future of the business.

The assessment was undertaken by reference to the European Sustainability Reporting Standards (ESRS) and the guidance issued by the European Financial Reporting Advisory Group (EFRAG), providing Radius with a rigorous, internationally recognised methodology for prioritisation. It considers sustainability matters from two complementary perspectives:

Impact materiality — how Radius' activities affect people and the environment, both through our own operations and through the upstream and downstream value chain in which our products and services are embedded.

Financial materiality — how sustainability related risks and opportunities influence Radius' financial performance, position and future development over the short, medium and long term.

By combining these two lenses, the DMA enables us to look at sustainability through the same dual perspective that already shapes how we run the business commercially: the difference we make to the world around us, and the financial implications of the issues we face.

Assessment approach and stakeholder input

The DMA was led by a dedicated project team, consisting of colleagues from across our Sustainability and ESG, Risk and Compliance, People and Commercial teams. It was informed by a structured review of our business model, geographic footprint and value chain, supported by desk-based research into international standards, peer disclosures and sector trends. From this work, a long list of environmental, social and governance topics was developed, with specific impacts, risks and opportunities (IROs) defined for each.

Stakeholder engagement played a central role in validating topic relevance, assessing the severity of identified impacts and evaluating the financial magnitude of associated risks and opportunities, with input drawn from a representative cross section of internal and external stakeholders across the breadth of sustainability matters under consideration.

Determining material topics

IROs were assessed using a structured methodology aligned to ESRS guidance and integrated with our existing internal risk management framework, ensuring that the materiality outcomes are consistent with how the business already thinks about and manages risk more broadly. Impacts were evaluated by reference to scale, scope, likelihood and irremediable character, while risks and opportunities were assessed by likelihood and financial magnitude, with each IRO scored on a defined scale of 0 to 5 against multiple parameters.

Applying a materiality threshold aligned to our existing risk matrix resulted in nine material sustainability topics across environmental, social and governance areas. The outcomes were reviewed by the Sustainability Steering Committee and formally approved by senior management during FY26, and now form the foundation of our sustainability priorities, with each topic addressed in the relevant sections of this report.

Material topics identified

The nine material topics identified through the DMA span the full breadth of environmental, social and governance matters relevant to our business, value chain and stakeholders:

Environmental: GHG emissions; energy transition; air, water and soil pollution; resource use.

Social: people development of Radius' own workforce; diversity, equality and inclusion of Radius' own workforce; product and service affordability and accessibility.

Governance: operating responsibly; innovation.

Each of the nine material topics is addressed in the relevant sections of this report, with environmental topics covered in the Environment chapter, social topics covered in our DEI, People and Community Investment sections, and governance topics addressed within the Governance chapter and the supporting disclosures elsewhere in this report. The DMA is treated as a live document and will be reviewed and updated by our Core Project Team on a regular basis, ensuring that our material topics continue to reflect changes in our business, the markets in which we operate and the expectations of our stakeholders.

	Environment	Social	Governance
	GHG Emissions **Air, water, and soil pollution** **Resource use** **Energy transition**	**People development of Radius' own workforce** **Diversity, equality and Inclusion of Radius' own workforce** **Product and service affordability and accessibility**	**Innovation** **Operating responsibly**
Materiality line			
These topics, whilst falling outside the material threshold, continue to hold relevance to our business and are managed thoroughly as part of our broader sustainability approach.	Water management Waste management	Working conditions of Radius' own workforce Health and safety of Radius' own workforce Human rights of Radius' own workforce Workers in the value chain Engagement with local communities Information security, data privacy, cyber security, and ethical AI use Product and service safety and quality	Fair competition

3. Environment



Environment

3.1 Environmental stewardship

Responsible environmental stewardship sits at the core of our long-term business strategy and is fundamental to our delivery of sustainable value across all stakeholder groups.

We acknowledge our obligation to quantify, govern and progressively reduce our environmental impact across the full breadth of our activities, encompassing our own direct operations, the upstream supply chain through which we source goods and services, and the downstream value chain in which our products and solutions are used by customers. During FY26 we took significant steps to mature our approach and deepen our understanding of the areas where the greatest environmental impact and opportunity exist.

A defining characteristic of our environmental position is the recognition that we carry two distinct but interconnected obligations: (1) reducing the direct environmental consequences of our own operations and (2) actively equipping our customers with the solutions needed to decarbonise their own fleets and mobility operations. This distinction shapes both our internal environmental management programme and our commercial strategy. Our Environmental Policy, updated and signed by Group Chief Executive Officer Lee Everett in February 2026, provides the formal governance framework underpinning all of these activities.

FY26 represented a transition from foundation building to structured delivery. Working across carbon, energy and waste, the team drove improvement within our environmental programme in FY26.

Our work was structured around five defined workstreams: improved measurement of our carbon footprint; development and maintenance of our Environmental Management System; energy management and efficiency improvement; regulatory compliance and responsible resource use. Alongside these operational workstreams, we continued to scale our portfolio of products and services that directly support the low carbon transition, reflecting the increasingly central role that sustainable solutions play within our commercial proposition.

Our approach to climate risk assessment and disclosure, including our obligations under the Climate-related Financial Disclosure (CFD) Regulations 2022, is addressed comprehensively in Section 6 of this report.

The sections that follow set out our performance and progress across each environmental workstream in detail.



3.2 Carbon footprint

The accurate measurement and management of our carbon footprint is a central element of our environmental strategy and a prerequisite for credible, structured decarbonisation planning. We are committed to developing a robust, comprehensive understanding of our greenhouse gas (GHG) emissions across Scope 1, Scope 2 and Scope 3.

Carbon accounting and data infrastructure

In FY25, we committed to procuring a dedicated carbon accounting platform to support a comprehensive review and re-baselining of our carbon footprint. During FY26, we completed the implementation of a leading carbon accounting platform, widely recognised for the quality and rigour of its emissions measurement and reporting capabilities.

We have adopted FY25 as our baseline year, providing a consistent and verified foundation from which to measure our future environmental performance and track progress over time.

Working in close collaboration with our platform provider throughout FY26, we undertook a thorough and iterative process of data testing and refinement, examining the accuracy and completeness of our emissions data across each reporting category. This process has not only strengthened the reliability of our reported figures but has materially improved our internal knowledge and understanding of where our emissions arise, how they are calculated and where the greatest opportunities for reduction exist.

The result is a significantly more robust and credible emissions dataset that will underpin our carbon management and disclosure activities in the years ahead.

Scope 1 and Scope 2 emissions

Our Scope 1 and Scope 2 emissions cover direct emissions from our owned and controlled operations and indirect emissions from purchased electricity respectively. Both are reported in accordance with the Streamlined Energy and Carbon Reporting (SECR) regulations and are set out in full in Section 3.5 of this report.

Scope 3 emissions

We recognise that the most material component of our overall GHG impact likely lies within our Scope 3 emissions, which encompass indirect emissions across our upstream and downstream value chain. Comprehensive measurement is a multi-year undertaking, and during FY26 we concentrated on establishing the methodology and data infrastructure required to quantify these emissions reliably, prioritising the categories most relevant to our business model whilst building the capability to expand coverage in future reporting periods.

Our Carbon Reduction Plan

In FY26, we published our first Carbon Reduction Plan (CRP). The CRP sets out our commitment to reducing our carbon emissions and provides a structured framework within which our environmental management activities can be evaluated and held to account over time. In determining the scope of our initial CRP, we made a deliberate and considered decision to focus on UK Fuels as the primary area of the business. This reflects the fact that UK Fuels represents the most operationally and commercially significant part of our business.

In FY26 we published our first Carbon Reduction Plan for our UK Fuels business.

Looking ahead

The foundations established in FY26 across carbon measurement, data infrastructure and reduction planning position us well to make further progress in the years ahead. Our carbon accounting platform will continue to mature as a tool for emissions management, and we will look to expand the breadth and granularity of our reporting as data quality and coverage improve across all scope categories. In particular, advancing our Scope 3 measurement capability remains a priority, and we will continue to develop our methodology and data collection processes to build a more complete picture of our full value chain emissions over time.

3.3 Environmental Management System (ISO 14001)

Our Environmental Management System (EMS), certified to the ISO 14001:2015 standard, provides the operational framework for the identification, management and continuous improvement of our environmental performance. ISO 14001 certification underpins our commitment to environmental accountability and regulatory compliance and ensures that environmental considerations are systematically integrated into our day-to-day operations across all in-scope sites.

Environmental training

In FY26, we wanted to improve the percentage of colleagues completing our internal environmental training programme, recognising that colleague awareness and understanding is a prerequisite for effective environmental management. To achieve this, we made two deliberate interventions. First, we redesigned the training content to ensure it was directly relevant to our specific operations and business context, moving away from a generic approach towards one that reflects the environmental aspects and impacts most pertinent to Radius. Second, and critically, we changed the status of the training from optional to mandatory participation across our UK and Ireland operations.

The impact of these changes was significant. By the end of FY26, 90% of UK and Ireland colleagues had completed the training, substantially exceeding our initial EMS objective target of 60%. This outcome demonstrates that when environmental obligations are clearly communicated and appropriately prioritised, colleagues respond positively and engage meaningfully. We will carry this learning forward into FY27 as we look to extend the reach of the programme further across the organisation.

Continual improvement: governance and accountability

A core principle of ISO 14001 is continual improvement, and in FY26 we made substantive progress in strengthening the governance structures that underpin our EMS. A key development was the formalisation of accountable and responsible colleague roles at each in-scope site. By appointing named individuals with clearly defined environmental responsibilities, we have established a more robust and transparent accountability framework that ensures environmental management tasks are completed consistently, that site-level communications are effective and locally relevant, and that there is clear personal ownership of environmental performance at an operational level. This structure represents a meaningful step forward in embedding environmental responsibility throughout the organisation rather than concentrating it within a central function.



Management reviews and executive oversight

We made a significant improvement to the governance of our EMS in FY26 through changes to the structure and oversight of our annual ISO 14001 Management Review process. For the first time, the Management Review meeting was chaired by our Chief Business Officer, who has assumed the role of executive sponsor of the EMS. This ensures that the performance, direction and strategic ambition of our EMS receives direct C-suite scrutiny and accountability, and that environmental management is considered at the highest levels of our leadership structure.

Further strengthening executive oversight, our EMS Management Review has been integrated into the agenda of our Sustainability Steering Committee, which operates at C-suite level and provides strategic direction across all sustainability and ESG activity. This integration ensures that environmental performance is reviewed in the context of our broader sustainability framework and that decisions regarding the EMS are informed by and aligned with our overall business direction.

Environmental Policy

During FY26, we undertook a review and re-focusing of our Environmental Policy to ensure it remains current, relevant and reflective of our evolving business operations and environmental obligations. The updated policy, signed by our Group Chief Executive Officer in February 2026, sharpens the focus of our environmental commitments and provides a clearer articulation of the principles that govern our approach to environmental management across the organisation. The revised policy is publicly available on our website.

Scope of certification

We keep the scope of our ISO 14001 certification under regular review, concentrating our environmental controls on the areas of greatest operational impact. Over the last two financial years, we transitioned certain lower impact office locations from certification, replacing them with higher impact operational sites including vehicle repair centres and telematics distribution hubs. Over the coming years we intend to extend our environmental management system (EMS) and broaden certification coverage.

Looking ahead

With the new ISO 14001:2026 standard approaching, we expect it to introduce additional areas of environmental management requiring focus and development. We are preparing for these changes now so that we can adapt effectively on release and maintain the rigour of our EMS through the transition.



Case study

ISO 14001 in action: Environmental improvements at VUE

Our VUE business has demonstrated continual improvement in the environmental performance of its warehouse operations, underpinned by the systematic application of its ISO 14001-certified Environmental Management System (EMS).

Through a structured review of significant environmental aspects and associated impacts, a series of operational controls and improvement actions have been identified.

In line with the EMS's waste hierarchy controls, dedicated segregation points for paper and cardboard have been extended across the facility, ensuring greater diversion of recyclable materials from landfill. For the management of waste electrical and electronic equipment (WEEE) — including cables and camera equipment — VUE has established a formal arrangement with a specialist contractor, ensuring disposal through approved channels with material recovery prioritised where feasible.

To further embed circular economy principles into operational practice, a cardboard shredder has been introduced as a resource efficiency measure, enabling waste cardboard to be repurposed on-site as protective packaging material. This initiative directly reduces consumption of virgin materials and supports the division's broader packaging-related environmental targets.



3.4 Energy management

Energy management

The reduction of energy consumption across our property portfolio is a key operational priority and an important contributor to the achievement of our broader carbon reduction objectives. Reducing the energy we consume lowers our direct operating costs, decreases our Scope 1 and Scope 2 emissions, and demonstrates our commitment to responsible resource management across our estate.

Our approach to energy management is structured around three interconnected elements: understanding our energy consumption through robust data collection, implementing efficiency measures identified through formal assessment processes, and investing in renewable energy generation to reduce our reliance on grid supplied electricity.

Energy Savings Opportunity Scheme

Our approach to energy management is informed by the outputs of the UK Government's Energy Savings Opportunity Scheme (ESOS), a mandatory energy assessment programme for large organisations that requires a comprehensive audit of total energy consumption with the aim of identifying opportunities to improve efficiency and reduce overall use. We successfully completed our ESOS Phase 3 assessment during FY25, approaching the process not merely as a compliance obligation but as a structured opportunity to evaluate and improve our energy performance across our UK estate.



The Phase 3 assessment identified a range of energy efficiency opportunities, from straightforward operational interventions with rapid payback periods to more capital-intensive infrastructure improvements offering longer term environmental and financial benefits. Following completion of the assessment, we developed a formal energy efficiency action plan setting out the measures to be progressed during the next compliance period, providing a clear and accountable framework for delivery.

Solar photovoltaic panel installation

A significant milestone in our energy management programme during FY26 was the installation of solar photovoltaic (PV) panels on the roof of our global headquarters, Radius Campus in Crewe. This investment represents a meaningful step in our transition towards generating a greater proportion of the energy we consume from clean, renewable sources and reducing our dependence on grid supplied electricity. Please see the case study below.

80,000 kWh of projected renewable energy generated by our first solar PV installation each year

Energy data and reporting capability

For Radius, operating across a large and geographically diverse property portfolio, the accurate collection of energy consumption data presents one of the most significant practical challenges in environmental management. Without reliable and complete data, it is not possible to identify inefficiencies with confidence, track performance over time or set meaningful reduction objectives.

Recognising this, we took deliberate steps in FY26 to strengthen our energy data collection capabilities through the recruitment of a dedicated resource with specific responsibility for improving the quality, consistency and completeness of energy data across our estate in our Facilities Team. This investment reflects our understanding that robust data infrastructure is a pre-requisite for effective energy management and, ultimately, for credible carbon reporting and reduction planning.

Looking ahead

Building on the progress made in FY26, we will continue to implement the measures identified through our ESOS Phase 3 action plan and to explore further opportunities to improve energy efficiency and increase the proportion of renewable energy across our estate. The energy data capability improvements made during FY26 will provide an increasingly reliable foundation for performance tracking and future energy reduction planning as we move into FY27 and beyond.

Looking further ahead, we are already beginning to prepare for our ESOS Phase 4 compliance assessment, which will require a further comprehensive audit of our total energy consumption across our UK operations. We will approach Phase 4 in the same manner as Phase 3, treating the process as a genuine opportunity to identify and act upon further energy efficiency improvements rather than simply as a compliance exercise, and we will ensure that the enhanced data collection capabilities established during FY26 are fully leveraged to support a more detailed and robust assessment than has been possible in previous phases.



Case study

Solar installation at Radius Campus

As part of our ongoing commitment to reducing our environmental footprint, we installed a new solar photovoltaic (PV) system at our Radius Campus office in Crewe during FY26. This investment forms part of our broader sustainability programme and reflects our commitment to integrating renewable energy solutions across our estate where operationally and financially viable.

The system enables the generation of clean, on-site electricity to support day to day operational demands, including powering workstations, IT equipment and shared office facilities. By producing renewable electricity at the point of use, the installation reduces our reliance on grid supplied power and contributes to greater energy resilience across the site. The system is projected to generate approximately 80,000 kWh of renewable energy per year, providing a consistent and measurable contribution to our energy mix going forward.

From an environmental perspective, the installation delivers immediate and quantifiable benefits. By displacing electricity that would otherwise be drawn from the grid and generated from fossil fuel sources, the system directly supports a reduction in our Scope 2 emissions. The project also demonstrates the practical viability of integrating renewable energy technologies into our existing building infrastructure, and the learnings from this installation will inform our approach to identifying similar opportunities across the wider estate in future years.

The Crewe Campus installation represents a tangible and evidence-based step in our sustainability programme, illustrating how targeted investment in on-site renewable generation can deliver meaningful environmental benefit while also supporting more efficient and resilient building operations.



3.5 Streamlined Energy and Carbon Reporting (SECR)

During the year and reflecting the scope of the Group's UK operations, our reported UK emissions amounted to 885 tonnes of carbon dioxide equivalent (tCO_2e) from the combustion of gas and fuel (FY25: 911.5 tCO_2e*) and 562 tonnes of carbon dioxide equivalent from the purchase of electricity (FY25: 612.2 tCO_2e).

In accordance with the requirements of SECR, we have chosen an intensity ratio that reflects our carbon emissions per £million of UK sales revenue. Based on the above combined emission figures, our intensity ratio equates to 0.491 tonnes of CO_2e per £million of UK sales revenue. This represents a reduction from the FY25 intensity ratio of 0.575* tonnes of CO_2e per £million of UK sales revenue, which we have restated to reflect the broader reporting boundary applied in FY26. All SECR calculations have been prepared according to the 2025 conversion factors issued by the UK Department for Energy Security and Net Zero (DESNZ), remaining consistent with national reporting standards.

In total, the Group's UK operations consumed 6,799,246 kWh of energy over the reporting period, through the combined use of gas, fuel and purchased electricity (FY25: 6,673,917 kWh*). This figure offers a clear view of our energy footprint and serves as a critical benchmark for evaluating energy efficiency improvements over time.

On a like for like basis, combined emissions reduced year-on-year while total energy consumption remained broadly stable. The restated FY25 comparators above are higher than the figures in our previously published FY25 report because we have broadened our reporting boundary to include company owned vehicles and improved the availability of underlying data. Restating the comparators on the same basis as FY26 allows a consistent year-on-year comparison. The reduction in combined emissions alongside broadly stable consumption reflects a lower carbon intensity in the energy we used.



*Following the inclusion of additional carbon data within our FY26 SECR submission, we have restated the asterisked FY25 figures to include company owned vehicle data on the same basis as FY26.

3.6 Resource use

The responsible management of physical resources, encompassing materials, packaging, waste and water, forms an integral part of our environmental commitments. Across our business divisions, we continue to identify and implement measures to reduce resource intensity and minimise waste generation.

Waste management

During FY26, we introduced a new standardised waste segregation system across our Crewe offices as part of our ongoing commitment to improving the consistency and effectiveness of our approach to waste management. The system formalises and strengthens existing waste management practices by requiring all waste to be separated into clearly defined streams, including general waste, mixed recycling and food waste, supported by colour coded bins to improve ease of use and reduce contamination at the point of disposal.

This enhancement to our operational approach has supported an increase in the volume of clean recyclable material captured across our Crewe estate and has helped to divert a greater proportion of waste away from general disposal routes, building on the waste management foundations already in place across our operations.

The introduction of this system reflects our broader commitment to continuously improving our approach to resource management and embedding more circular practices within our day-to-day operations.

Looking ahead

We will continue to develop our approach to resource management in FY27, building on the foundations established through the waste segregation programme and working to extend good practice more broadly across our estate. Where data collection capabilities allow, we will seek to report against a wider range of resource use metrics in future reporting periods, improving the transparency and completeness of our disclosures in this area.



Case study

Transition to eSIM technology, Telecoms division

Throughout FY26, our Telecoms division accelerated its transition to embedded SIM (eSIM) technology as a central component of our service delivery strategy, underpinned by independently verified evidence of the environmental benefits this shift delivers.

An independent lifecycle assessment conducted by Fraunhofer IZM for Giesecke+Devrient, published in November 2022 and carried out in accordance with ISO 14040 / ISO 14044, found that eSIMs generate 46% less CO_2 equivalent over a typical three-year smartphone lifespan compared to physical SIM cards, with the most significant savings arising from reductions in production and distribution . By transitioning away from physical SIM provision, we are directly reducing our contribution to the plastic waste and distribution emissions associated with traditional SIM card supply.

Internally, we have developed a fully automated eSIM provisioning journey, built through the APIs of our primary network suppliers. This digital-first process eliminates unnecessary material consumption and integrates across our customer lifecycle from initial purchase through to onboarding and ongoing device management. A significant step in FY26 was the repositioning of eSIM as our default commercial proposition, with physical SIM cards now reserved only where eSIM is unavailable or incompatible.

Our eSIM transition demonstrates how technological progression and environmental responsibility can be pursued simultaneously, and reflects our commitment to taking evidence-based, measurable steps to reduce waste and improve resource efficiency across our business.

* Fraunhofer IZM for Giesecke+Devrient (2022). Independent Comparative Lifecycle Assessment: SIM Card and eSIM. Published 28 November 2022. Conducted in accordance with ISO 14040 / ISO 14044. Available at: gi-de.com I izm.fraunhofer.de



3.7 Innovation and product accessibility

This section addresses two related, but distinct material issues identified through our Double Materiality Assessment: Innovation, and Product and Service Affordability and Accessibility. Both concern how we develop and provide products that enable our customers to operate more sustainably, and each is set out separately below.

Innovation

A central element of our long-term commercial strategy is the recognition that sustainable business growth and environmental responsibility are not competing priorities but mutually reinforcing ones. As the businesses we serve face increasing pressure to decarbonise their own operations, reduce fleet emissions and improve resource efficiency, our ability to provide solutions that address those challenges directly translates into commercial opportunity. Sustainable business growth for Radius therefore means expanding the products and services we offer that enable our customers to reduce their environmental impact.

We have evolved significantly from our origins as a fuel card provider. Today we operate as a full-service provider of mobility and connectivity solutions, encompassing fuel cards, telematics, EV charging, energy management, vehicle solutions, insurance, telecoms and expense management. This breadth of offering positions us as a transition partner for our customers, capable of supporting them at every stage of their journey towards more sustainable operations, whether that means optimising the efficiency of an existing diesel fleet, introducing electric vehicles, accessing renewable energy tariffs or offsetting residual emissions. The transition is not binary, and our product portfolio reflects that reality.

In FY26 we continued to invest in and develop the sustainable products and services that underpin this growth strategy. The following subsections set out our principal changes in FY26 across our Fuel, EV and Energy divisions.

Product and service affordability and accessibility

Alongside innovation, we treat the affordability and accessibility of our products as a distinct material issue. We define product accessibility as the design and development of our products and services so that they can be used by as many people as possible, providing solutions for businesses of all sizes and enabling customers and end users to benefit from a single source of mobility and connectivity services.

The breadth of portfolio set out above is central to this. By bringing fuel, telematics, EV charging and energy management together within a single relationship, we allow customers to access the products relevant to their operations regardless of fleet size, sector or stage of transition, rather than requiring them to assemble equivalent capability from multiple providers.

During FY26 we widened access to lower carbon options, extending our EV charge card network and HVO accessible stations across the UK and broadening geographic reach into Germany and Belgium. Affordability remains central to this work. By serving operators of all sizes and delivering quantifiable savings, including avoided clean air zone charges and lower cost retrofit, we make sustainable choices commercially accessible rather than the preserve of larger fleets.



Fuel division

Our Fuel division offers a range of card products that reflect the diverse energy needs of modern fleets, from conventional fuel cards and dual fuel and EV cards through to dedicated EV charge cards, enabling us to support customers across different stages of their transition to lower carbon operations whilst managing mixed fleets effectively.

Our EV charge card network provides access to over 942,000 charging connectors globally. Our network includes partnerships with charge point operators that supply electricity from 100% renewable sources, meaning that where customers charge through these partners, the electricity drawn carries no associated Scope 2 emissions, directly reducing the carbon footprint of their fleet operations. The Radius One card consolidates fuel and EV charging onto a single card and invoice, supporting customers in tracking their total energy consumption and emissions across mixed fleets more effectively.

During FY26, our customers drew over 42 million kWh through our EV cards, building on the 23 million kWh drawn through our network in FY25, an increase of approximately 83% against the prior year, reflecting the accelerating pace of EV adoption amongst our customers.

For customers not yet able to transition to electric vehicles, we continued to expand access to Hydrotreated Vegetable Oil (HVO) across our UK Fuels network in FY26, with HVO accessible stations growing to 59. A significant milestone was the award of Zemo Partnership accreditation for the HVO distributed through our network, providing independent certification that the fuel meets rigorous sustainability standards and supporting the credibility of customers emissions reduction reporting.

Produced primarily from waste vegetable oils and fats, HVO delivers meaningful lifecycle greenhouse gas reductions compared to conventional diesel whilst remaining fully compatible with existing engines and infrastructure. This is particularly relevant for operators of heavy goods vehicles, where electrification remains constrained by current technology and infrastructure. As our HVO network continues to grow, we are extending the reach of this lower carbon option to an increasing number of customers, supporting their decarbonisation progress in a manner that is operationally practical and verifiable.



Case study

e-route 2.0

As more organisations transition from internal combustion engine vehicles to electric alternatives, drivers frequently face uncertainty around where and how to charge whilst on the road. e-route 2.0 addresses this challenge directly, providing a single, intuitive application that displays both fuel stations and EV charge points across all the countries we operate in, ensuring drivers can always locate a compatible charging option without unnecessary detours or unplanned stops.

The application provides real time EV charger availability, connector type filtering and visibility of which stations accept a driver's payment card, collectively minimising downtime and reducing the operational friction associated with adopting new charging routines. This functionality supports drivers across all levels of experience with EV technology and enables organisations to introduce electric vehicles into their fleets without significant disruption to day-to-day operations.

From an environmental perspective, e-route 2.0 contributes to emissions reduction by streamlining journey planning and eliminating inefficient routing. With multi-stop planning capability and live traffic updates, the application enables drivers to maintain optimal route efficiency and avoid unnecessary mileage, ensuring that the environmental benefits of electric vehicle adoption are fully realised in practice rather than undermined by poor journey planning or charging anxiety.

Through its combination of simplicity, reliability and intelligent routing, e-route 2.0 supports our customers in adopting electric vehicles with confidence, removing one of the most commonly cited practical barriers to fleet electrification and contributing to measurable improvements in both operational efficiency and sustainability performance.



Telematics division

Our Telematics division provides fleet operators with the data, visibility and insight needed to manage their vehicles more efficiently and reduce the environmental impact of their operations. During FY26, we supported over 650,000 live connected vehicle and asset subscriptions across our global operations, reflecting the growing recognition of telematics as a foundational tool in fleet decarbonisation.

Our technology enables fleet operators to optimise vehicle routes, monitor fuel efficiency in real time and identify and reduce excessive idling, contributing directly to lower fuel consumption and reduced carbon emissions. Detailed driver behaviour analytics allow fleet managers to identify where improvements can be made, deliver targeted coaching and track outcomes over time. Beyond optimising existing fleets, trip history data, energy consumption insights and vehicle utilisation patterns help operators identify which vehicles are most suitable for electrification and understand their charging infrastructure requirements, supporting informed decisions about the pace and sequencing of EV transition.

The Kinesis platform brings together vehicle tracking, asset tracking, camera footage and driver performance data in a single integrated platform. During FY26, we continued to invest in Kinesis and Kinesis Pro and introduced Vision-duo, an advanced dual camera solution, and Neon-r, a discreet theft recovery device, extending our capability across fleets of all sizes including those managing mixed or fully electric vehicle estates.

The combination of fuel consumption data and telematics insight gives fleet operators a complete and verifiable picture of fleet performance, identifying where routes can be improved, driver behaviour modified and EV transition prioritised. A practical illustration of this is the development and launch of e-route 2.0, designed to address driver uncertainty around charging availability during fleet electrification. Further detail is set out in the case study on page 22.



Case study

Driving a greener fleet: How VUE's CANbus integration helps reduce environmental impact

Modern vehicles generate operational data through their Controller Area Network (CANbus). VUE integrates this into the VUEhub platform, giving fleet managers real time visibility to support more sustainable decisions.

This supports our customers in reducing fuel consumption, lowering carbon emissions and planning their transition to electric vehicles.

VUEhub surfaces CANbus data points that together build a picture of fleet environmental performance:

Accurate mileage: live odometer readings help managers identify inefficient routes, reduce unnecessary kilometres and cut associated fuel use and emissions.

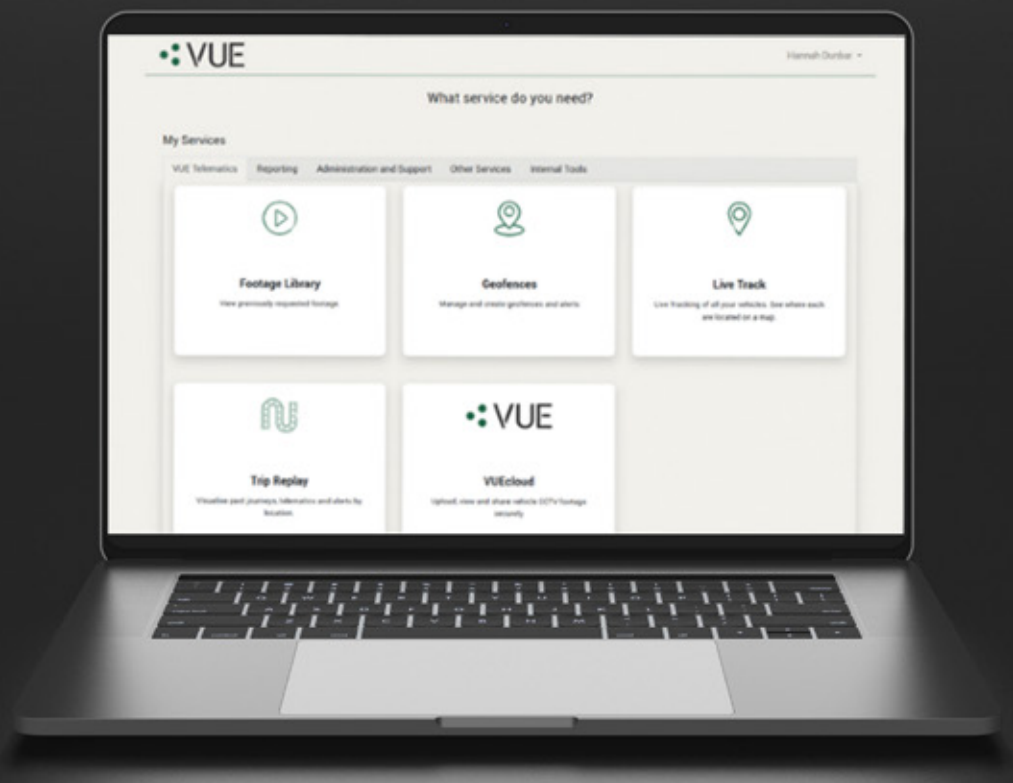
Fuel usage and levels: real time consumption and tank level data identifies vehicles burning more than expected — whether through mechanical issues, poor driving habits or suboptimal routing — reducing operational cost and carbon output.

Chassis warning lights: surfacing engine and emissions related fault data lets managers intervene early, preventing vehicles from running in a degraded, high emission state and supporting compliance.

Windscreen wiper activity: passive monitoring of driving conditions helps managers contextualise fuel consumption anomalies in adverse weather, giving a more accurate understanding of vehicle usage.

Throttle position: identifying aggressive acceleration — a primary contributor to excess fuel consumption — enables targeted driver coaching, encouraging smoother driving and supporting emissions reductions across the fleet.

Beyond current operations, duty cycle and mileage data in VUEhub supports longer term transition planning. By analysing real world vehicle usage, managers can identify which assets suit electrification and size charging infrastructure correctly — the data driven EV transition planning central to our telematics proposition.



EV division

During FY26, our EV division continued to support customers transitioning away from internal combustion engine vehicles and towards electric alternatives, delivering end to end charging infrastructure across a wide range of environments including home charging, workplace and fleet depot installations, retail and destination sites, new residential developments and public on-street locations. The breadth of this coverage reflects our commitment to supporting the decarbonisation of transport across all settings in which our customers operate, not only within commercial fleet contexts.

The division provides turnkey charging solutions encompassing hardware selection, site survey, electrical design, project management, installation and software integration, ensuring that customers receive a complete and coordinated service through their electrification journey. Project delivery volumes increased by 84.7% in FY26, spanning commercial installations, domestic solutions, software subscriptions and maintenance services.

84.7%
increase in EV projects in FY26

Our EV charging software provides customers with centralised management and monitoring of their charge points across multiple locations, enabling them to track energy consumption, manage access and generate usage data that supports their own sustainability reporting. This visibility over charging activity is increasingly important as businesses seek to quantify and disclose the emissions associated with their fleet operations and demonstrate measurable progress against their own decarbonisation commitments.

Our depot charging solutions are specifically designed to support fleet operators in meeting transport emissions regulations and achieving their decarbonisation targets, providing the infrastructure needed to transition large vehicle estates to electric operation in a controlled and scalable manner. For customers operating vehicles in areas subject to clean air zones or ultra-low emission zone requirements, the transition to electric vehicles supported through our charging infrastructure also eliminates the associated charge liabilities, providing a direct and quantifiable operational benefit alongside the environmental one.

Our partnership with Ohme Home Charging Solutions strengthened our domestic charging offer during FY26, enabling households and housing developers to benefit from smart charging technologies that provide transparent reporting on energy consumption and environmental impact. In commercial and public sector settings, we continued to advance more sustainable installation practices, including the use of lightweight, pre-manufactured polypropylene bases in place of concrete across small commercial projects, reducing material waste and shortening installation times.

We also continued to support public on-street charging through our partnership with Qwello, providing electrical design and project leadership across several UK local authorities, increasing access to reliable EV charging in urban areas and contributing to reductions in local transport emissions.

The environmental contribution of the EV division extends beyond individual installations. Our work integrating EV charging with renewable energy sources and battery storage supports our customers in managing their energy use more sustainably, reducing their dependence on grid electricity at peak times and building greater operational resilience. Combined with the fleet transition data available through our telematics platform, our EV charging infrastructure forms part of a connected, evidence-based approach to fleet decarbonisation that enables our customers to plan, execute and report on their transition in a structured and transparent manner.

Case study

Supporting EV adoption in Belgium through integrated charging solutions

Belgium is one of the most rapidly evolving EV markets in Europe, shaped by the European Green Deal and a national roadmap to electrify company vehicle fleets. With around 20% of Belgium's 6.14 million vehicles classified as company cars, leasing cycles and targeted fiscal incentives have accelerated the transition to low emission mobility - a transition Radius supports directly through our EV charge cards and charging solutions.

Government policy has focused on enabling infrastructure and compliance rather than direct purchase subsidies. Measures such as enhanced tax deductibility for public charging, low emission zones in major cities and the "charge point follows car" scheme have supported both accessibility and behavioural change. Public charging has expanded from around 16,500 charge points in 2022 to more than 118,000 by early 2026, and our EV charge cards give customers access to this growing network while simplifying compliance with evolving requirements.

Alongside growth to more than 500,000 battery electric vehicles, this expansion has increased demand for flexible, reliable charging access. Beyond network access, our EV solutions support fleet electrification and emerging approaches such as smart and dynamic charging, helping Belgian customers optimise energy use and reduce emissions.

This positions Radius as a key partner in Belgium's transition to a more sustainable mobility system, supporting both environmental objectives and operational efficiency for our customers.



Energy division

Our Business Energy division supports customers in managing their energy procurement and consumption more effectively, with sustainability outcomes forming an increasingly central part of the service we provide. Operating as a specialist commercial energy broker, the team compares electricity and gas contracts across our network of supply partners and manages the full procurement and contracting process on behalf of customers, enabling businesses to secure contracts that reflect both their operational requirements and their preference for lower carbon energy sources where relevant.

Alongside energy procurement, we provide energy management and metering and monitoring services that help customers better understand their energy consumption across their sites. Through detailed audits and sub-metering, we identify areas of inefficiency and provide recommendations to support reductions in energy use and associated carbon emissions. These services also assist customers in gathering the consumption data needed to support their own carbon reporting and progress tracking.

Our work spans organisations across the public and private sectors, from SMEs through to multi-site industrial and commercial operations. A case study illustrating our energy management approach at Wallace High School is included on page 28.

During FY26, we expanded our Business Energy offering into Germany, extending our energy management and procurement services to customers in one of Europe's largest commercial energy markets.

Our Business Energy division works alongside our EV charging capability to provide customers with a coordinated approach to energy management, supporting them in reducing consumption, transitioning to cleaner energy sources and building a more complete picture of their overall energy footprint.



Case study

Wallace High School retrofit support

Working in partnership with Wallace High School in Lisburn, Northern Ireland, Radius played a central role in shaping and delivering the school's retrofit strategy as part of the wider Project Refresh programme during FY26.

Our involvement began with the implementation of a metering and monitoring solution to establish a baseline of the school's energy consumption, which revealed inefficiencies that had previously gone unmeasured. From this evidence base, we worked with the school to develop a phased carbon reduction plan, underpinned by clear sustainability principles and formally approved by the school's Board of Governors. Radius also connected the school with specialist technical advisors, supported applications for relevant external funding, and ensured alignment with the broader public sector decarbonisation targets applicable in Northern Ireland.

The outcomes have been significant. The retrofit has delivered meaningful reductions in both heating and electricity consumption, with Project Refresh generating cumulative savings of more than £140,000 to date. These improvements have been achieved at a fraction of the capital cost of a full rebuild, demonstrating that targeted retrofit can serve as a viable and financially sustainable model for decarbonisation across the wider public sector estate.

Beyond carbon and cost outcomes, sustainability is now embedded in the daily life of the school. Students engage with live building energy data across the campus, learning to interpret carbon metrics and connect classroom learning with real world climate action, creating, in the words of Principal Deborah O'Hare, a "micro green economy" within the school community.



4. Social



Social

In FY26, Radius continued to invest in our people and the communities in which we operate, reinforcing our commitment to building an engaged, inclusive and future-ready workforce.

4.1 Our people and engagement

Our commitment to sustainability is underpinned by the people who drive our success. Operating across multiple countries, our organisation is powered by a global workforce delivering long term responsible growth. Our people are based across our UK, Ireland and international offices, representing the diversity and global reach of our business. Together, they form the foundation of our approach to creating sustainable value for our customers, communities and the environments in which we operate.

Our approach to employee benefits reflects a sustained commitment to both individual wellbeing and long-term organisational sustainability. All UK employees have access to an Employee Assistance Programme (EAP), which provides confidential support for mental health, emotional wellbeing and resilience at every stage of a colleague's career, helping to ensure that wellbeing is supported as a continuous priority rather than an isolated intervention.

We invest in the development and progression of our colleagues through a range of structured opportunities, including internal mobility, secondments, graduate schemes and leadership programmes. These pathways represent a clear investment in skills development, career progression and future leadership capability, and play an important role in retaining talent across the organisation. In doing so, they also help to reduce the social and operational costs associated with high workforce turnover, supporting the stability and continuity on which sustainable growth depends.

Our reward framework further reinforces fairness, recognition and motivation. It encompasses long service awards, performance related bonuses and commissions, and inclusive incentives and trips that recognise colleagues in both sales and non-sales roles.

Together, these benefits support a culture of recognition and opportunity, strengthening colleague engagement while contributing to a stable, capable and engaged workforce aligned with our long-term business objectives and our wider social responsibilities.

Employee engagement

Employee engagement is a core component of our approach to building a sustainable and inclusive organisation. We undertake an annual colleague engagement survey to better understand the employee experience and to ensure that colleague voice informs how we lead, communicate and operate as a business. The survey provides a consistent mechanism through which we listen to our people, identify both our organisational strengths and the areas in which we can improve, and track the impact of the actions we take in response, ensuring that engagement is managed as a continuous process rather than a periodic exercise.

Survey participation reached

85%

The survey is delivered consistently each year in partnership with WorkL, enabling robust year on year comparison and insight across the 'Six Steps to Happiness', and allowing us to benchmark our performance against both our own historic results and comparable organisations:

- Reward and recognition
- Information sharing
- Empowerment
- Wellbeing
- Instilling pride
- Job satisfaction

Participation in FY26 reached 85%, reflecting strong engagement with the process and trust that feedback is taken seriously and acted upon. The headline results and emerging themes provide a clear view of our organisational strengths: colleague confidence in management stood at 77%, our wellbeing risk index reduced by 4% compared with FY25, and our overall Net Promoter Score (eNPS) increased by 11 points to +26. Taken together, these results evidence a positive workplace culture and contribute to sustained performance across the Group.

Employee Net Promoter Score up

11 points

In response to colleague feedback, we have introduced and strengthened initiatives focused on wellbeing, leadership capability and communication. This ongoing dialogue with our workforce helps to maintain engagement, supports colleague wellbeing and ensures that our culture continues to evolve in line with both colleague expectations and the long-term sustainability of our business. Our focus for the year ahead will be on building stronger management capability, talent identification and development, succession planning and the reduction of labour turnover across the Group.

Sunday Times Best Places to Work in 2026

We are proud to have been recognised as one of The Sunday Times Best Places to Work in 2026. Winning the Best Places to Work 2026 Industry Award in the Financial Services sector (Very Big) category. Supported by WorkL, the award assesses organisations across the same six steps that underpin our own engagement survey — Reward and recognition, Information sharing, Empowerment, Wellbeing, Instilling pride and Job satisfaction — providing independent validation of the progress reflected in our internal results. This recognition reflects the collective effort of our colleagues and the two-way approach at the heart of our people strategy, demonstrating that our sustained investment in engagement, development and wellbeing is delivering tangible results across the Group.

This achievement is particularly notable given the scale and geographic breadth of our operations. To be recognised in this way across a global, multi-site workforce reflects the consistency of our people first culture and the commitment of colleagues at every level of the business. It reinforces our ambition to continue strengthening the colleague experience, ensuring Radius remains an employer of choice in every market in which we operate

Investors in People accreditation

In FY26, both our UK Fuels and RBS Ireland businesses achieved Gold Investors in People (IiP) accreditation, an outcome that recognises a highly engaged workforce and places these businesses among the higher performing organisations assessed against the IiP framework. The accreditation provides a further, independent measure of the strength of our colleague experience, complementing the insight gathered through our annual engagement survey.

The assessment highlighted a number of organisational strengths, including strong employee sentiment, clear strategic direction, effective performance management and an empowering, collaborative culture in which colleagues feel trusted and supported. It also noted that the majority of colleagues believe the organisation treats its people fairly and adopts a considered, human approach in challenging circumstances. Taken together, these findings reflect the consistency of our culture and reinforce the connection between colleague engagement, organisational performance and the long-term sustainability of our business.



Internal talent development

We develop talent to build a resilient, future-ready workforce while supporting individual growth. Our graduate programmes give early – career professionals a foundation through rotation, mentoring and exposure to key parts of the business. Secondments let established colleagues move across functions, widening their experience and spreading knowledge as they go.

Our Agile Talent Network connects people to openings they might not otherwise see, and our talent pool lets us mobilise skilled colleagues quickly against strategic priorities. Together these build a culture of continuous learning and strengthen our long-term capability.

Internal mobility

We actively encourage internal mobility, enabling colleagues to explore new roles, projects and career pathways across the organisation. By supporting movement between teams and functions, we broaden skills, enhance engagement and strengthen organisational capability, while supporting our people in achieving their long-term career ambitions.

Apprenticeships

We use the Apprenticeship Levy to invest in the continuous development of our workforce, enabling colleagues to access high quality training and recognised qualifications across a range of disciplines. By aligning Levy funded programmes with our strategic skills needs, we support career progression, close capability gaps and build a strong pipeline of future talent. This approach ensures we maximise the value of the levy while contributing to the long-term sustainability of our organisation and the growth of our colleagues.

Graduate programmes

Our graduate programmes develop early career capability through structured learning, rotation and exposure, building the breadth, confidence and readiness required for future roles. We currently operate three programmes:

- Commercial Graduate Programme (two years)
- Graduate Leadership Programme (three years)
- Finance Development Programme (three years)

Commercial Graduate Programme

Commercial graduates are based within a business unit in a product or subject matter specialist role, rotating every four to six months within that unit. The programme is led by Operational Directors, with oversight from Learning and Development to ensure effective rotation planning. On completion, graduates typically progress into operational or management roles, supported by a Personal Development Plan (PDP).

Offering 3 graduate programmes:



Commercial Graduate Programme

Commercial



Graduate Leadership Programme

Future Leaders



Finance Development Programme

Finance

Graduate Leadership Programme

Graduates rotate annually across business units, with a focused emphasis on people management in the final year before progressing into leadership roles. The programme includes PDP, 360-degree feedback, mentoring, buddy support, regular feedback cycles and presentations to senior leadership, alongside a blend of internal and external training.

Finance Development Programme

Finance graduates are based within the Finance function, rotating across teams every 6 to 12 months to build broad functional expertise. Alongside their role, they work towards a professional accountancy qualification, applying their learning in a practical, business-facing environment. The programme is led by Finance leadership, with support from the Programme Lead to ensure structured rotations and development. On completion, graduates typically progress into qualified finance or leadership roles.

Agile Talent Network

Launched in October 2024, the Agile Talent Network is a strategic initiative designed to enable internal mobility and broaden career pathways. Open to all global colleagues, it provides opportunities to gain experience across different areas of the business, through secondments and permanent role moves, strengthening organisational flexibility and capability.

Secondments

We offer secondment opportunities, including international placements where appropriate, enabling colleagues to gain experience in new roles, teams and locations. These experiences support both professional growth and the sharing of knowledge across the organisation.

Mentorship

We offer a structured mentorship programme that connects colleagues with experienced professionals across the organisation. Through regular conversations, knowledge sharing and constructive feedback, the programme supports individuals in building skills, confidence and career direction, while supporting a culture of continuous learning and collaboration.

Work experience and outreach

We continue to support young people in their transition from education into work through short term work experience, summer placements, T Level placements and longer-term placements across our European and UK offices.



4.2 Learning, leadership and development

Learning and development

Learning and development is a central pillar of our people strategy and supports our broader sustainability objectives. We are committed to creating a culture of continuous learning that enables colleagues to build skills, enhance performance and support long term organisational resilience. Our approach to learning and development is aligned to business priorities, ensuring that our investment in learning contributes to improved capability, engagement and operational performance across the Group.

We continue to maximise the effectiveness of our Learning Management System (LMS), providing scalable and accessible learning opportunities to colleagues across multiple geographies and functions. With 97% of colleagues engaging with digital learning content, the platform supports mandatory training, role specific knowledge and personal development in a flexible and inclusive way. Complementing this, we have strengthened our onboarding programmes to improve speed to competence, enhance early engagement and support productivity from the outset of employment.

Our learning model incorporates a diverse range of formats, including digital learning, classroom-based sessions, virtual workshops and on the job and applied learning, including development through apprenticeships, mentoring and secondments. This blended approach ensures that learning is both accessible and effective, catering to different learning styles and supporting the practical application of skills.

During FY26, we invested approximately £750,000 in training and development initiatives, comprising £300,000 in commercially funded training, £350,000 through the Apprenticeship Levy in England and £100,000 in our LMS platform. This investment reflects our ongoing commitment to developing the capability of our workforce and supporting long term sustainable growth.

We measure the impact of our learning and development activities through a range of performance indicators, including training completion rates, skills development, colleague feedback and operational outcomes. Mandatory training completion averaged 89% across more than 140 Group wide programmes, while post training assessments and feedback mechanisms enable us to evaluate knowledge transfer and learning effectiveness. These initiatives contribute to improved efficiency, reduced errors in critical processes and enhanced business performance, including improved sales outcomes and productivity.

Leadership development

Developing strong leadership capability is fundamental to delivering our strategic objectives and to supporting an engaged and high performing workforce. Our approach to leadership development is designed to equip leaders at all levels with the skills, tools and confidence required to manage teams effectively and improve performance.

In FY26, we introduced a Group wide Sales Leadership Evaluation framework, assessing leaders against ten critical competencies, including coaching, performance management and commercial effectiveness. This supports a consistent and structured approach to leadership capability development across the organisation.

15
leadership graduates

11
finance graduates

19
commercial graduates

Our leadership programmes continue to expand across geographies and levels of seniority, with 32 junior managers participating in our Management Development Programme across the UK, Ireland and Europe. In addition, 33 managers are completing Level 3 or Level 5 Chartered Management Institute (CMI) qualifications through apprenticeships.

We have also continued to invest in early talent through our graduate programmes, welcoming 15 leadership and 11 finance graduates in the UK and 19 commercial graduates across the UK, Europe and Rest of the World. These programmes are designed to build a strong internal leadership pipeline, supporting succession planning and long-term organisational capability.

New initiatives introduced during the year include the launch of the European Management Development Programme, extending leadership capability development to new regions, and a structured management induction programme designed to support new and internally promoted managers. These initiatives aim to strengthen leadership readiness, align behaviours with our values and support consistent management practices across the Group.

Mentoring and leadership development

Mentoring and coaching are embedded within our key development programmes, supporting knowledge sharing, career progression and leadership readiness. These approaches complement our broader learning and development framework and contribute to strengthening our internal talent pipeline.

Participants in our graduate and leadership programmes are paired with experienced mentors, while apprentices benefit from regular review and coaching sessions. During FY26, we also introduced peer to peer coaching within the Management Development Programme, further embedding a collaborative and supportive learning culture.

This structured approach to mentoring supports leadership readiness, enhances retention and contributes to the development of a strong internal talent pipeline aligned to our organisational values and long-term strategy.

Executive networking and round tables

We recognise the importance of external engagement and knowledge sharing in strengthening leadership capability and informing strategic decision making. Senior leaders participate in industry forums, networking groups and structured engagement sessions to exchange insights, benchmark best practice and identify emerging trends.

Within our graduate programmes, commercial trainees engage regularly with senior leaders through structured sessions, providing exposure to leadership perspectives and strategic priorities. These interactions support leadership development while supporting greater organisational understanding across teams.

Through ongoing engagement with industry and leadership networks, we are able to incorporate external insights into our approach, supporting continuous improvement and ensuring our learning and leadership strategies remain aligned to evolving business and workforce needs.



4.3 Health and safety

Policy and governance

We are committed to providing a safe, healthy and supportive working environment across all our locations. Our health and safety policy is designed to ensure legal compliance in every jurisdiction in which we operate, while maintaining consistent, high standards across all sites. Where local requirements and our own internal standards differ, we apply whichever is the more stringent, ensuring that the level of protection afforded to our colleagues is never determined solely by the minimum legal threshold in a given market.

Our governance framework provides clear oversight from senior leadership while enabling local accountability. Country and site leadership are supported by central health and safety expertise, ensuring an effective balance between global consistency and local ownership. This structure allows us to maintain uniform standards across the Group while remaining responsive to the specific operational and regulatory characteristics of each location.

To ensure our approach remains proportionate to risk, we separate our portfolio into office and industrial sites, applying controls and oversight appropriate to the risk level associated with each.



Roles and responsibilities

Health and safety is a shared responsibility, supported by clearly defined roles and accountabilities:

- **Health and Safety team:** Leads health and safety strategy, manages documentation, advises on local legislation, oversees audits, tracks corrective actions and drives continuous improvement. It also escalates nonconformities and supports compliance.
- **Facilities team (UK and Ireland):** Responsible for the safe operation and maintenance of buildings and equipment, including planned preventative maintenance (PPM), statutory inspections, repairs and coordination with landlords for legal compliance.
- **People team:** Supports colleague wellbeing, training and policy implementation, embedding health and safety considerations within people processes such as onboarding and engagement.
- **Site responsible persons:** Each location has a Site Responsible Person accountable for day-to-day health and safety: promoting safe behaviours, on site compliance checks, addressing unsafe conditions and acting on risk assessments and audits.
- **Overall responsible person (SMT member):** Each site is assigned an Overall Responsible Person from the Senior Management Team, providing oversight and ensuring Site Responsible Persons fulfil their duties and escalated issues are resolved.
- **Senior Management Team (SMT):** Provides strategic oversight of health and safety, reviews key metrics and audit outcomes and ensures appropriate resources and leadership focus. It is engaged through formal escalation and quarterly reporting.
- **Wider business:** All colleagues are expected to follow health and safety procedures, report hazards and near misses and help maintain a safe workplace. Managers enforce standards and support a safety culture.

Risk assessment and key risk categories

We implement a structured, global risk assessment programme across all sites, ensuring that risks are identified, evaluated and controlled consistently while reflecting the specific characteristics of each location:

- **General Risk Assessments (GRA)**, conducted regularly, with external in person audits on a rolling cycle and interim internal reviews
- **Fire Risk Assessments (FRA)**, conducted in line with legislative requirements
- **Specialist assessments**, particularly for industrial sites, covering areas such as noise, hazardous substances and equipment related risks

Key risk categories include:

- Workplace safety, such as slips, trips and falls
- Fire safety and emergency preparedness
- Occupational health risks, including mental health
- Ergonomics and workstation setup
- Industrial and operational hazards

Compliance and standards

We comply with all relevant health and safety legislation in every jurisdiction in which we operate, including statutory reporting requirements such as the UK's RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations). Our approach ensures alignment with both local regulatory frameworks and our own internal standards, with the support of external consultants where specialist expertise is required. Regular audits, documented processes and clear record keeping underpin our compliance framework, enabling us to monitor performance, identify areas for improvement and demonstrate accountability across the Group.

Training and induction

All colleagues receive health and safety training appropriate to their roles, ensuring they understand both their individual responsibilities and the procedures relevant to their working environment. This includes:

- Health and safety e-learning, issued on induction and refreshed annually, comprising of:
  - Radius Health and Safety
  - Environmental Management Awareness
  - Physical Security and Clear Desk Policy
- Role specific or specialist training where required, such as manual handling training

In addition, colleagues have the opportunity to take on further health and safety training and responsibilities, such as Fire Warden and First Aid training, strengthening our in-house safety capability across sites.

Incident reporting and performance metrics

We maintain robust systems for reporting and managing incidents, including accidents, near misses and hazards. All incidents are recorded, investigated and reviewed, with corrective actions implemented to address root causes and prevent recurrence.

The data captured through these processes enables us to identify trends, monitor performance over time and target our health and safety improvement activity where it is most needed.

Accident statistics for FY26:

Category	Industrial	Office	Total
Accidents and incidents	18	28	46
RIDDOR*	0	1	1
Near misses	2	1	3
Vehicle collisions	4	1	5
Other	1	0	1

* Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

Safety initiatives, audits and continuous improvement

We operate a robust audit and continuous improvement programme, designed to maintain consistent standards across our global portfolio and to support ongoing improvement in performance:

- Health and safety audits conducted annually across all sites, carried out either internally or by an external consultant
- Rolling audit cycles to ensure global coverage
- Use of Action Tracking Matrices to monitor progress and performance
- Monthly progress reviews and formal escalation where required
- Quarterly health and safety meetings and board level reporting on performance and outstanding actions

Insights from audits and incident investigations are used to inform improvements, enhance controls and strengthen our overall safety culture.

First Aiders – Mental Health and Physical First Aid

We promote awareness of the support available to colleagues through internal campaigns and communications, ensuring they understand how to access both physical and mental health assistance. Clear signposting is provided across all sites, helping to ensure that support is visible, accessible and consistently understood.

Mental Health First Aiders

- 36 Mental Health First Aiders across the Group
- Trained individuals provide initial support, guidance and signposting to professional services where needed

Physical First Aiders

- 132 First Aiders across the Group
- Coverage is maintained to ensure appropriate response capability across all locations and working hours

Fire Wardens

- 132 Fire Wardens across the Group
- Coverage is maintained to ensure appropriate response capability across all locations and working hours







Employee wellbeing

Employee wellbeing is a core component of our people strategy and a key pillar of our broader sustainability approach. We are committed to supporting the physical and mental health of our colleagues, recognising that a healthy and supported workforce underpins long term business resilience and performance.

Colleagues have access to Occupational Health (OH) services, which provide professional support to manage health in the workplace. This includes fitness for work assessments, guidance on workplace adjustments and support during periods of illness or recovery. These services enable early intervention, facilitate safe and sustainable returns to work and help to reduce the risk of long-term absence.

In the UK, colleagues and their immediate families also have access to an Employee Assistance Programme (EAP), offering confidential and independent support. The EAP provides 24/7 access to counselling, alongside practical advice and guidance across a range of areas, including personal, financial, legal and work-related matters.

Together, our OH and EAP services promote a proactive approach to wellbeing, encouraging colleagues to seek support early and contributing to a resilient, healthy and engaged workforce.

As part of our continued focus on sustainable people practices, we also provide access to Help@hand, Unum's digital health and wellbeing platform. This app enables colleagues to access remote GP consultations, mental health support, wellbeing resources and practical tools, as well as a range of benefits that support financial wellbeing. By providing accessible and preventative support alongside existing healthcare services, Help@hand enables colleagues to manage their wellbeing actively, contributing to improved health outcomes and organisational resilience.

Facilities

We are committed to providing workplaces that promote colleague wellbeing, inclusivity and effective collaboration. Our facilities are designed to support both physical and mental wellbeing, creating environments where colleagues can perform at their best.

Our head office and a number of other offices offer a modern, health-conscious working environment, with onsite amenities that include a gym and fitness suite with shower and changing facilities, alongside access to a range of nutritious hot and cold food options that support healthier lifestyle choices.

Dedicated quiet spaces and prayer rooms are available to support reflection, focus and individual needs, while a variety of social and breakout areas encourage collaboration, connection and positive mental wellbeing.

To support physical wellbeing, ergonomic workstations are complemented by regular workstation assessments and Display Screen Equipment (DSE) programmes. Our Facilities Team works proactively to identify and address any concerns, implementing appropriate adjustments and, where required, engaging Occupational Health services to provide additional support.

Across our international locations, we continue to apply consistent principles of wellbeing, accessibility and inclusion, working to make facilities as consistent as possible across our smaller sites while adapting our approach to reflect local operational requirements and site-specific needs.

We remain committed to ongoing investment in accessibility improvements across our global estate, ensuring that reasonable adjustments are in place and that our workplaces are inclusive and supportive for colleagues with additional needs.

4.4 Diversity, Equality and Inclusion (DEI)

DEI strategy and governance

At Radius, we continued to embed diversity, equality and inclusion across the organisation throughout FY26, guided by our strategic vision for every colleague to feel seen, heard and valued, regardless of background, identity or experience. Our DEI strategy is anchored in three pillars - Belong, Champion and Evolve - which together shape how we build an inclusive culture, support underrepresented groups and continually evolve our policies and practices to reflect the needs of a global workforce.

Governance of our DEI agenda continued to be led by our Chief People Officer as Executive Sponsor in FY26, supported by Trustees drawn from our senior management team, alongside dedicated DEI Leads, Deputy Leads and committees operating across our four global Employee Resource Groups (ERGs). Each ERG is led by colleagues with direct lived experience and supported by senior leadership, reflecting our belief that meaningful cultural change must be driven from both grassroots and executive levels of the organisation:

radius enable

Enable: fosters an inclusive and supportive workplace in which every colleague, regardless of neurodiversity, disability or mental health challenge, feels valued, respected and empowered to thrive.

radius inspire

Inspire: brings together two complementary strands of support: Athena, which drives and champions women's career progression at Radius; and the Female Health and Wellbeing group, which provides a supportive community for colleagues navigating female health challenges and builds awareness of these issues across the wider business.

radius pride

Pride: works to create an inclusive and empowering environment in which LGBTQ+ colleagues feel a genuine sense of belonging, championing equality and driving meaningful, lasting change through advocacy, education and community engagement.

radius unity

Unity: fosters a sense of community and belonging across the breadth of our colleague base, providing a psychologically safe environment in which colleagues from diverse backgrounds can express themselves freely and share their experiences, ideas and concerns openly.

This structure is reinforced through regular review meetings between the Executive Sponsor and the Trustees, ensuring that progress, challenges and priorities across each network remain visible at the most senior levels of the organisation and inform broader people and culture decision making.

In parallel, we continued to strengthen our DEI aligned policy framework throughout the reporting period, enhancing existing core policies and introducing new measures shaped by direct colleague feedback. Key updates introduced during FY26 included:

- Global Female Health Policy: providing structured support for menstrual health, perimenopause, menopause and wider female specific conditions across all regions in which we operate
- Time Off for Neonatal Care: offering enhanced paid leave for colleagues whose newborns require neonatal care, ensuring families are supported through a particularly challenging period

Our ERGs continued to form the foundation of colleague led DEI engagement at Radius, with participation growing significantly during the year across the countries in which we operate. This expansion, together with the deeper integration of DEI considerations into our policies, training and leadership behaviours, reflects the maturing of our approach as we move from establishing foundational structures towards delivering measurable cultural impact across the business.



radius enable

Throughout FY26, our Enable network delivered a wide-ranging programme of awareness and education initiatives, reinforcing our commitment to fostering an inclusive workplace for colleagues of all abilities and ensuring that every colleague has access to the support, resources and adjustments needed to perform at their best.

A landmark achievement during the reporting period was Radius attaining Disability Confident Committed employer (Level 1) status under the UK Government's Disability Confident scheme, demonstrating our commitment to strengthening how we recruit, support and retain disabled talent across our UK operations, and to create a working environment in which all colleagues, wherever they are based, can thrive.

Mental health remained a central focus area for Enable throughout the year. The network coordinated a global programme of activity to mark Mental Health Awareness Week, encompassing yoga sessions, podcasts and a series of guest webinars, which together attracted an audience of more than 282 colleagues across our international offices. The reach and engagement achieved during the week reflected the strength of colleague interest in wellbeing topics and the increasing willingness across the business to discuss mental health openly.

Enable also marked key moments in the global disability calendar, including World Deaf Day and the International Day of Persons with Disabilities. Both events featured colleague led panels and lived experience storytelling, creating meaningful opportunities for colleagues to share their personal journeys, broaden awareness and challenge misconceptions across the wider organisation.

To close the year, Enable delivered a global International Men's Day campaign centred on personal reflection and open conversation around men's health and wellbeing. A dedicated in person session held at our Crewe headquarters, delivered in partnership with Andy's Man Club (a men's suicide prevention charity), brought together 33 colleagues, providing a supportive space for honest dialogue and peer connection on a topic that has historically been underrepresented in workplace wellbeing programmes.

> Disability Committed Employer Level 1 & more than 282 colleagues attended sessions for mental health awareness week



radius inspire

Throughout FY26, our Inspire network delivered a wide-ranging programme of activity, advancing female empowerment, health awareness and colleague connection across the organisation, and reinforcing the central role that gender focused inclusion plays within our broader DEI strategy.

A significant milestone during the reporting period was Radius becoming an Endometriosis Friendly Employer through Endometriosis UK, demonstrating our commitment to supporting colleagues affected by the condition and to addressing the stigma that continues to surround women's health in the workplace. Complementing this achievement, we launched a network of 23 trained Female Health Champions, colleagues equipped to provide peer support and guidance on a range of female health issues, ensuring that informed and empathetic support is accessible at a local level across our offices.

International Women's Day was marked with global celebrations that achieved exceptional levels of colleague engagement. At our Crewe headquarters alone, 115 colleagues participated in a programme of activity that included a fireside chat with a female Senior Management Team member, confidence building workshops and office celebrations, reflecting both the appetite for these conversations and the inclusive culture the Inspire network continues to cultivate. Parallel events were held in offices across the regions in which we operate, ensuring that colleagues globally were able to participate in the day in a manner relevant to their local context.

Health advocacy extended further throughout the year, with Breast Cancer Awareness Month activities taking place across multiple countries. Colleagues rallied together to raise £2,166, combining fundraising with the equally important objectives of promoting awareness and supporting early detection of the disease.

FY26 also saw the launch of the Athena Podcast Series, with the objective of promoting career progression and development in the business. This had an immediate impact, drawing over 300 listeners to its debut episode. Alongside the podcast, Inspire's inaugural global virtual meeting attracted more than 100 attendees, establishing a strong foundation for an ongoing platform that amplifies women's voices and lived experiences across the business. Local Coffee and Connections gatherings held in several countries further strengthened the sense of community, offering informal spaces for colleagues to meet, share experiences and support one another through the practical challenges of professional and personal life.

To close out a landmark year for the network, a women's focused gym was opened at our Crewe headquarters, representing both a tangible investment in the physical wellbeing of female colleagues and a visible expression of our commitment to creating an environment in which women feel valued, supported and able to take an active role in their own health.

> Radius launched a network of 23 trained Female Health Champions


radius
radius
radius



radiusunity

Throughout FY26, our Unity network continued to expand cultural, ethnic and religious inclusion across the organisation, delivering a programme of initiatives designed to ensure that colleagues from all backgrounds feel recognised, respected and valued in their working environment.

A landmark development during the reporting period was the launch of a dedicated Multi Faith Space at our Crewe headquarters. The space provides colleagues with a welcoming and accessible environment in which to observe their faith during the working day, representing a practical investment in religious inclusion that acknowledges and respects the diverse beliefs, practices and observances present within our workforce.

Important progress was also made during the year in how we capture and reflect the diversity of our people. Demographic options for ethnicity, religion and other personal characteristics were updated across both the Our Radius platform and our recruitment systems, ensuring that colleagues and candidates are able to identify themselves more accurately and in language that reflects the breadth of identities within the business. Over time, this development will support the building of a clearer picture of our workforce composition, enabling more informed and inclusive decision making in areas such as recruitment, talent development and engagement.

Cultural celebration remained at the heart of Unity's programme throughout the year, with a series of global events bringing colleagues together across borders. Eid and World Food Day were both marked with activities that invited colleagues to share and explore different cultures, traditions and culinary heritages, while a multi country Festive Taster Lunch provided an inclusive end of year moment that celebrated the diversity of our global workforce and the cultural richness colleagues bring to Radius.

> Created a Multi-Faith space in our Crewe Headquarters

> Signatory of the Race at Work Charter

A connected and colleague led approach

Colleague feedback remained central to our DEI progress throughout FY26, with insights gathered through engagement surveys, ERG forums, discussion spaces and our internal DEI communication channels. These insights directly influenced policy updates, accessibility improvements, wellbeing support and the launch of new global DEI training during the year.

Participation across our four ERGs remained consistently high throughout the reporting period, spanning events, workshops, lived experience storytelling, fundraising and volunteering activity, and continued to strengthen the sense of inclusion and belonging felt by colleagues across the regions in which we operate.

Informing our future approach

Colleague feedback also identified clear opportunities to strengthen our approach in FY27. Whilst engagement with our ERGs is high, colleagues want to see clearer practical outcomes beyond awareness raising, and we will work with each network to define more tangible measures of impact. We will also continue to support our colleague volunteers, whose commitment underpins the activity of each network, and broaden the geographic reach and local relevance of our DEI activity to ensure colleagues across all the regions in which we operate experience consistent visibility, programming and support.









4.5 Community investment

Overview of community investment approach

At Radius, we are committed to generating long term positive impact in the communities where our colleagues live and work, recognising that our presence as a global business carries with it both the opportunity and the responsibility to contribute meaningfully to the places in which we operate. In FY26, Community Investment (CI) activity focused around four framework priority areas:



Empowering young people and supporting skills, education and employment



Promoting diversity and gender equality



Championing positive mental health and wellbeing



Supporting people with disabilities

Governance of our CI activity is led by our DEI and Community Manager, supported by clear approval processes for spend and external partnerships, Community Committees established in each of our offices, and regular reporting cycles that capture performance data across fundraising, volunteering, colleague participation and outcomes delivered through our charity partners. This structure ensures that our community activity is consistently aligned to the framework priorities, locally relevant to the communities in which colleagues operate, and accountable in terms of both the financial commitment made and the impact achieved.

Key outcomes delivered through our CI programme during FY26 included:

£12,798
raised through dress down days at our Crewe headquarters, supporting 10 local charities

£20,578 and €12,040
raised globally through colleague led fundraising activity

£214,270
donated by Radius directly to charitable causes during the year

57
Global Champions leading community initiatives across our offices

16
charity events and activities delivered internationally

Together, these outcomes reflect both the scale of colleague engagement with our community programme and the breadth of causes supported.

The sections that follow set out our community investment activity in more detail across three tiers of geographic focus: local activity centred on Crewe and our wider UK operations; European activity delivered through our offices and partnerships across the continent; and international activity partner. Together, these tiers reflect the breadth of our community engagement.

Local community investment

Our CI programme reflects our commitment to supporting the communities in which our colleagues live and work. Crewe remains the heart of our UK community activity, given its position as our headquarters town and the strength of the relationships we have built with local charities, schools and community organisations. This local foundation underpins our wider community activity, ensuring our programme stays grounded in the practical, day to day needs of the places where our colleagues are based and where the impact of our work can be most directly seen.

Cheshire Community Foundation – 35 Grants for 35 Years

As part of our 35th anniversary celebrations during FY26, Radius launched its first ever charitable grants programme in November 2025, marking the milestone year through a structured commitment to the communities in which our colleagues live and work.

Through the programme, we awarded 35 grants of up to £2,500 each, with a total fund of £88,200 distributed across charities making a tangible difference in our communities:

- 24 grants awarded to charities operating within the Crewe community
- 11 grants distributed through local community foundations across the wider UK

The programme was delivered in partnership with the Cheshire Community Foundation (CCF), which supported the charity application process in Crewe and managed the distribution of grants across the UK, ensuring funding decisions were informed by deep local knowledge of community need.

The breadth of charities supported reflected the diversity of social issues present in our communities, with funding directed across causes including empowering young people, championing positive mental health and wellbeing, supporting people with disabilities and promoting diversity and gender equality. Through the work of these recipient charities, an estimated 6,282 individuals awarded for our Crewe Community will receive support across multiple beneficiary groups. Examples include:

- Young people engaged in structured substance misuse education and early intervention
- Vulnerable women accessing crisis support services, including through the 'New Beginnings' provision for those at risk of homelessness or domestic abuse
- Individuals recovering from stroke receiving specialist rehabilitation and speech and language therapy
- Older adults participating in community-based activities, including dance sessions designed to promote physical health, flexibility, and social connection while reducing isolation and supporting mental wellbeing

35
grants for 35 years

24
grants for charities within the Crewe community

11
grants for local community foundations UK-wide

Projects aimed to support over
6,000+
individuals in Crewe

The Dome (Crewe Youth Zone) - Crewe

The Dome is a key partner in the delivery of our youth development priorities at a local level. Due to open in winter 2026, the Youth Zone will provide a safe and inspiring space in which young people in Crewe can develop confidence, build practical and social skills, and form the connections that support both their personal growth and their longer-term progression into education and employment.

Our support for The Dome during FY26 included:

- Hosting six young people from the project at our Crewe headquarters, where they presented to members of our Talent Team and took part in a Q&A session, followed by a cake sale that raised £150 towards their forthcoming Snowdon expedition

- Providing advisory support from senior leaders across our business, drawing on expertise in areas including operations, commercial functions and community engagement to help shape the operational readiness of the Youth Zone ahead of opening

- Colleague participation in external Dome activities and launch events, building visibility of the partnership across our workforce and contributing to the wider community profile of the project locally



The partnership strengthens our commitments to social mobility, education, employability and youth empowerment in Crewe, and provides a tangible example of how our framework priorities translate into sustained, locally relevant support for the communities in which our colleagues live and work.

Wishing Well - Crewe

Our longest standing charitable partnership continued to develop during FY26, with Radius delivering a broad range of support to Wishing Well in its work with children, vulnerable adults and older people across the local community.



The relationship deepened at a strategic level during the year, with a Radius colleague joining the Wishing Well Board and contributing professional expertise in areas including hospitality and cost analysis. Our Marketing team also undertook a full rebuild of the Wishing Well website, providing training to staff to enable them to manage and maintain the site independently following the handover.

Practical support continued throughout the year, with furniture and equipment donated directly to Wishing Well from our office refurbishments, and hospitality led activities including pizza making sessions delivered for supported adults at Wishing Well events.

Colleague generosity was also clearly in evidence, with the donation of 108 Easter eggs, 50 Christmas gifts and 5 laptops for Wishing Well service users. Together, these strands of activity, strategic, professional, practical and personal, reflect both the depth of the relationship and the breadth of contribution colleagues make to their work each year.

Royal British Legion - Crewe

Our partnership with the Royal British Legion Crewe Branch deepened further during FY26, with Radius providing consistent and varied support to the Branch and the local veteran community it serves.



We continued to provide free access to our Crewe headquarters for the Branch's monthly meetings throughout the year and hosted the annual Summer Party at no cost, with seven colleague volunteers supporting the running of the event on the day.

In a notable show of personal commitment, 5 colleagues gave up their time on Christmas Eve and Christmas Day to prepare and serve Christmas dinner for local veterans, ensuring that those who might otherwise have spent the festive period alone were able to share the day in good company.

Colleagues also supported the Poppy Appeal during the year, raising £1,910 through a range of fundraising activities, ensuring that our partnership with the Branch extended beyond venue and volunteering support into active financial contribution to the wider work of the Royal British Legion nationally.

The programme compliments our long-established partnership work, broadening the range of organisations we support and increasing the reach of our contribution across Crewe and the wider UK.

The Hive – For Radius and our community

Our Crewe headquarters welcomed the opening of The Hive in September 2025, a dedicated space designed to support DEI activity, learning and development, and community engagement under one roof. The space provides colleagues, partners and visitors with a shared environment in which culture, learning and community come together.

We launched The Hive with a community celebration officially opened by the Mayor of Crewe, attended by more than 250 colleagues. Attendees took the opportunity to learn more about our employee resource groups and to meet representatives from a number of our charity and community partners, including South Cheshire Chamber of Commerce, The Dome, the Royal British Legion, Cheshire Community Foundation, Andy's Man Club, Transaid, The Wishing Well Foundation and Her Place.

Beyond internal Radius use, The Hive is available free of charge to local charities for legitimate business and operational needs, accommodating up to 100 people. During FY26, the space hosted 20 charitable activities delivered by partner organisations, ranging from training sessions to community meetings and fundraising activity.



The Hive further strengthens our commitment to community partnership and colleague engagement, providing a tangible point of connection between our internal culture, our community investment activity and the local organisations through which much of that activity is delivered.

European community investment

Across our European operations, Radius colleagues delivered locally led community investment activity throughout FY26, supporting causes shaped by the priorities and needs of the communities in which our offices are based. Together, colleagues across Europe raised more than €10,000 during the year through initiatives focused on children, families and healthcare.

Activity during the reporting period included:

- Germany: colleague fundraising for YMCA Ostwerk, with proceeds funding holidays for 20 disadvantaged children who would not otherwise have access to such experiences.
- Portugal: colleague led Winter Cup competitions raising funds for the local Neonatal Ward, supporting the care available to families with babies receiving neonatal treatment.
- Belgium: colleague support for Cocopus, an initiative funding knitted octopuses given to babies in neonatal care for comfort and sensory development, with colleague contributions funding 24 octopuses for local neonatal units.



Although the scale of activity varies across markets, each initiative reflects a colleague led decision to support causes of direct relevance to the local community, strengthening community wellbeing, youth support and healthcare provision across the regions in which we operate and aligned to the framework priorities that guide our wider community investment activity.

International community investment

Through our Global Charity Partnership with Transaid, we support their work across sub-Saharan Africa, helping to transform lives through safe, accessible and sustainable transport and to address the practical transport challenges that underpin access to healthcare, education and economic opportunity.



During FY26, our support for Transaid encompassed both colleague-led fundraising and senior level professional contribution to the charity's strategic work. 11 colleagues took part in the Transaid Football Cup for the first time, raising £1,061 through the event and returning with the winning trophy.

Our partnership also extended into the strategic and technical work of the charity, with director involvement in Transaid's Transport Technical Advisory Board (T-TAB) and senior representation at the charity's Annual Showcase event in London during the year. Through these contributions, Radius supported Transaid's wider mission across global road safety, healthcare access and transport led economic development, drawing on the operational and commercial expertise built up across our own business.

The relationship with Transaid demonstrates how our community investment activity extends beyond local giving into international partnership work and reflects the relevance of our sectoral expertise to broader development challenges.

Employee-led community investment

Alongside our partner led activity, FY26 saw the development of three colleague led programmes that enable colleagues to direct their own community investment activity, supported by structured matching, payroll giving and volunteering frameworks.

- **Matched funding**

In August 2025, Radius launched an individual fundraising matched funding programme, enabling colleagues to apply for a £50 company contribution, or its local equivalent, towards their personal charity fundraising efforts, including marathons, sponsored walks and other endurance and challenge events. The programme is designed to empower colleagues to champion causes that matter to them personally, whilst extending the reach of our community investment beyond the formal partnerships set out elsewhere in this section and ensuring that the breadth of causes Radius supports reflects the breadth of interests held by colleagues across the business.

- **Give as You Earn (GAYE)**

In February 2026, we introduced our UK Give as You Earn (GAYE) scheme, a payroll giving programme administered through the Charities Aid Foundation (CAF). Radius covers all scheme administration fees, ensuring that 100% of colleague donations reach their chosen charities. Initial enrolment in the scheme during FY26 was encouraging, with steady growth in colleague participation expected during FY27. GAYE broadens the means by which colleagues can support charitable organisations consistently throughout the year, alongside the more episodic giving represented by event based fundraising and matched funding.

- **Volunteering**

Colleagues also contributed significant time through volunteering during FY26. 44 colleagues volunteered during working hours, giving a combined 214 hours to a range of community and charitable activity. This spanned skills-based volunteering, such as our Marketing team's redesign of the Wishing Well Foundation website and senior leader contributions of mentoring across HR, commercial strategy and operations, through to hands on support including colleague involvement in our on-site café during charity events. A further 37 colleagues volunteered outside working hours, supporting events such as the Cheshire Pride Awards hosted at our offices.

Together, these three programmes demonstrate the depth of colleague driven social impact across Radius.



Embedding community at the heart of Radius

The breadth of activity delivered through our Community Investment programme during FY26 reflects the sustained commitment of colleagues, our charity and community partners and the leadership of the business to making a tangible, lasting difference in the places where we operate. From long established charitable partnerships and structured grant funding through to colleague led fundraising, payroll giving and volunteering activity, the reporting period has demonstrated that community impact is integral to how Radius operates as a business and develops as an organisation.

As our partnerships continue to mature, our colleague led programmes continue to grow and our geographic reach continues to extend across local, European and international activity, we will remain committed to listening to the communities we work alongside, investing meaningfully in the causes our colleagues care about, and continuing to raise the standard of what responsible, values led community engagement looks like across our Group.



5. Governance



Governance

At Radius, we believe that effective governance is the cornerstone of our sustainable growth and our ability to deliver meaningful value to all our stakeholders. Good governance is not simply a compliance obligation; it is a strategic enabler that supports long-term resilience, trust and performance.

Our governance framework sets the tone from the top, drives strategic delivery and embeds a strong culture and values throughout the business, ensuring we operate to the highest standards across the globe. It is supported by robust systems and controls designed to enable effective oversight, risk management and regulatory compliance at every level of the organisation. In FY26, we have continued to invest in and strengthen our governance capabilities, reflecting the growing complexity and geographic footprint of the Radius Group.

5.1 Operating Responsibly

Effective governance underpins our ability to operate responsibly across all aspects of our business, encompassing the ethical practices, policies and behaviours that guide our corporate culture, compliance and risk management, environmental and social responsibility and our relationships with stakeholders. It informs how we make decisions, manage our responsibilities and maintain the trust of those we work with.

Our governance framework establishes accountability from The Board of Directors ('Board') level through to operational management, embedding consistent standards of conduct and regulatory compliance across our operations. It is supported by systems and controls that facilitate meaningful oversight and informed decision-making at every level of the organisation. In FY26, we continued to invest in and strengthen our governance capabilities, reflecting the growing complexity and geographic footprint of our business.





5.2 FY26 Governance highlights

FY26 was a significant year for governance development across our business. The following reflects the principal areas of progress made during the reporting period to strengthen our frameworks, capabilities and culture by:

• Improving our overall governance structure through enhancing our senior governance forums, with continued focus on the organisation of our regulated business entities to support structured decision-making and clear accountability.	• Strengthening leadership capability within our regulated businesses through targeted senior appointments, bringing specialist expertise in risk, compliance and operational oversight into key areas of the organisation
• Continuing to invest in our Legal and Risk and Compliance functions to support the evolving scale, complexity and geographic footprint of our operations, ensuring these teams are appropriately resourced to meet current and emerging demands.	• Appointing a new Group Money Laundering Reporting Officer, further strengthening our financial crime governance framework and reinforcing our anti-money laundering controls across all markets in which we operate.
• Expanding our Data Privacy capability in response to increasing regulatory expectations around data protection and the responsible use of telematics data, reflecting the continued growth of our product offerings and associated customer data volumes.	• Strengthening key control frameworks across the business, including sanctions screening, conflicts of interest management and supplier governance, improving our ability to identify, manage and mitigate a broad range of risks consistently and at scale.
• Enhancing our global whistleblowing framework through the introduction of an independent third-party reporting channel, improving accessibility and confidentiality and reinforcing a culture in which colleagues feel able to raise concerns.	• Continuing to invest in compliance training to support a culture of accountability and integrity, ensuring colleagues across all geographies understand their responsibilities and are equipped to act in accordance with our values and standards.

5.3 Management structure

Our Board provides strategic leadership and oversight, with responsibility for setting our strategic direction, approving major decisions and ensuring that effective governance structures and controls are in place across our global operations. Day-to-day management is delegated to our Senior Management Team (SMT), which is responsible for developing and executing our strategy within the framework established by the Board. Divisional management teams support this through clearly defined governance and operational structures, with responsibilities allocated at each level to support effective decision-making and clear ownership.

To provide additional oversight of our regulated activities, we operate a suite of governance committees dedicated to our regulated entities. These committees oversee compliance with regulatory obligations, monitor key risks and ensure appropriate escalation and reporting to the SMT and the Board. This structure ensures that our regulated businesses receive focused, risk-appropriate governance consistent with the expectations of our regulators.

Collectively, our Board, SMT, divisional management teams and regulated governance committees share responsibility for the identification, assessment and management of risk, including setting and monitoring our risk appetite. This approach ensures that risk awareness is embedded throughout the organisation rather than confined to any single function or level of management.

5.4 Culture and values

Our governance approach is underpinned by a clear set of organisational values: driven, agile, innovative and inclusive. These values guide how we work and the decisions we make at every level of the organisation, and we recognise that effective governance and a healthy organisational culture are mutually reinforcing. Our policies, leadership behaviours, communication channels and training programmes are all directed towards embedding this connection consistently across the business.

These values define the behaviours we expect of our colleagues and the standards we uphold as an organisation. They are reflected in our day-to-day ways of working, our approach to performance and development and the way we engage with colleagues, customers and the communities in which we operate.

We maintain a whistleblowing framework that provides a confidential reporting mechanism for colleagues to raise concerns about potential misconduct or breaches of our policies. We are committed to ensuring that concerns raised are investigated thoroughly and fairly and that colleagues are protected from retaliation for raising genuine concerns.

5.5 Regulators and memberships

We operate in several regulated markets, including the UK, Ireland and Malaysia, and are subject to oversight by a range of regulatory bodies. We take our regulatory obligations seriously and seek to maintain a proactive and transparent relationship with our regulators, engaging constructively with regulatory developments as they arise.

Active participation in industry bodies forms part of our broader governance approach, keeping us informed of evolving industry standards, best practice and emerging regulatory trends. In FY26, we held membership of the following organisations:

BVRLA

British Vehicle Rental and Leasing Association (BVRLA)

British Insurance Brokers' Association

British Insurance Brokers Association (BIBA)

FCE FLEET CARDS EUROPE

Fleet Cards Europe (FCE)

Through these memberships, we engage with peers and participate in industry dialogue on matters relevant to our business, our customers and the broader mobility and fleet sector.

5.6 Policies and practices

Our global policy framework defines roles, responsibilities and accountabilities across our operations, covering areas including anti-bribery and corruption, data protection, conflicts of interest, sanctions, whistleblowing, health and safety and environmental management. These policies establish the minimum standards of conduct expected across all parts of our business and are reviewed on a regular basis to ensure they remain current and proportionate to the evolving regulatory and operational environment in which we operate. Where required, these global standards are supplemented by local policies that reflect the specific legal, regulatory and operational context of the markets in which we operate, recognising that a single global framework must be capable of accommodating the diversity of jurisdictions and regulatory regimes across our international footprint.

Embedding these standards in day-to-day practice is supported by our Radius Ways of Working programme, a global training initiative that communicates our key expectations and behavioural standards to all colleagues across the organisation. The programme covers the policies, principles and behaviours that underpin how we operate, and is structured to be accessible and relevant to colleagues regardless of their role, seniority or geographic location. It is delivered through a range of specialist training tools and learning resources, enabling consistent application and completion tracking across our international operations. Completion of the programme is monitored to ensure coverage across the business, and the content is updated periodically to reflect changes in our policy framework, regulatory requirements or areas of emerging risk.

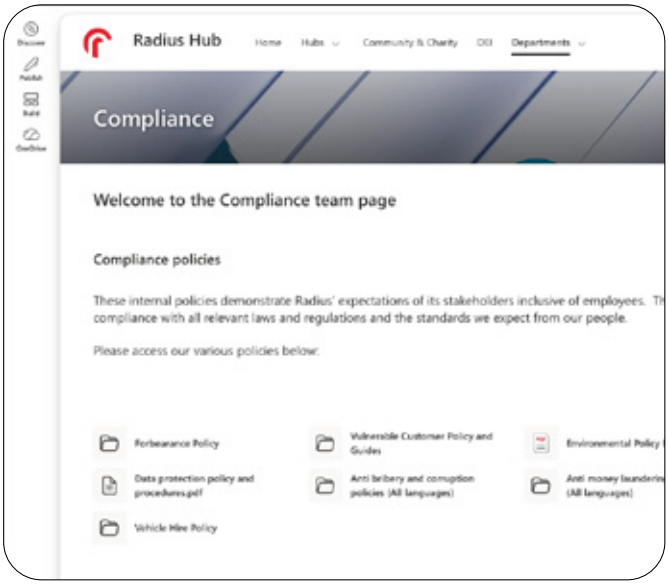
Our policies and training are further reinforced through our global intranet and regular company-wide town halls, through which colleagues are kept informed of our standards, our strategic direction and the values that guide how we operate. These channels play an important role in maintaining a consistent organisational culture across a geographically diverse workforce, ensuring that the principles embedded in our policy framework are understood and applied in practice rather than existing solely as documentation.

5.7 Risk management

Our approach to risk management is evolving as we continue to strengthen and embed robust governance practices across our operations. During FY26, we initiated a structured programme of enhancement designed to improve the consistency and transparency of our risk identification, assessment and monitoring processes.

This has focused on clarifying risk ownership and responsibility mapping, developing more consistent risk reporting mechanisms and integrating risk considerations more systematically into operational and strategic decision-making. These enhancements are supported by continued investment in specialist expertise across our Risk, Compliance and Data Privacy teams. The appointment of a new Group Money Laundering Reporting Officer during FY26 is one example of how we are strengthening specialist oversight in areas of heightened regulatory focus.

In parallel with these structural improvements, we are focused on developing a more proactive risk culture across the organisation, ensuring that colleagues at all levels are able to identify and escalate emerging risks at the earliest opportunity and that risk awareness is treated as an integral part of day-to-day business activity rather than a discrete compliance function. We recognise that building this culture is a multi-year undertaking and our progress in FY26 represents an important step in that journey.



Radius holds

ISO 9001	ISO 14001	ISO 27001
Quality Management System	Environmental Management System	Information Security Management System

5.8 Data privacy, frameworks and standards

We are committed to continuously strengthening our privacy framework and IT governance practices to ensure the ongoing protection of the information and data we process on behalf of our customers. During FY26, we further developed our data privacy capability, supported by expansion of our dedicated privacy team and improvements to core governance processes.

We maintained and further developed our privacy and security policies, including enhancements to Data Protection Impact Assessment processes to incorporate emerging requirements around AI governance, risk and ethics. Training remains central to our approach, with materials developed for individual business units to ensure learning is relevant and aligned to operational needs.

As part of our continued certification to the ISO 27001 Information Security Management Standard, we adopt a risk-based approach to identifying and mitigating potential security issues. Senior Managers retain accountability for the delivery of risk treatments, supported by an Assurance function that verifies the effectiveness and consistency of security controls. Our key areas of focus during FY26 included:

- Updating our policy suite to reflect AI developments, evolving data privacy expectations and global legislative changes
- Strengthening risk oversight and management of security threats across the business.
- Reviewing the implications of emerging AI legislation and implementing procedures to assess and govern AI solutions prior to deployment.
- Enhancing our Disaster Recovery and Business Continuity arrangements to reinforce operational resilience across technical and business environments

We also maintain Cyber Essentials and Cyber Essentials Plus certifications, which provide a recognised framework for managing cyber security risk and support the embedding of 'secure by design' principles into our IT development, operational processes and change management activities.

Within our Telecoms and Telematics divisions, we have maintained our ISO 9001 Quality Management System certifications, demonstrating consistent operational delivery and a structured approach to quality management.

Our ISO 14001 Environmental Management System has been further developed during FY26, with external audits conducted at Radius sites to provide assurance that environmental controls remain effective and consistently applied. Further detail on our environmental management approach is set out in the Environment section of this report.

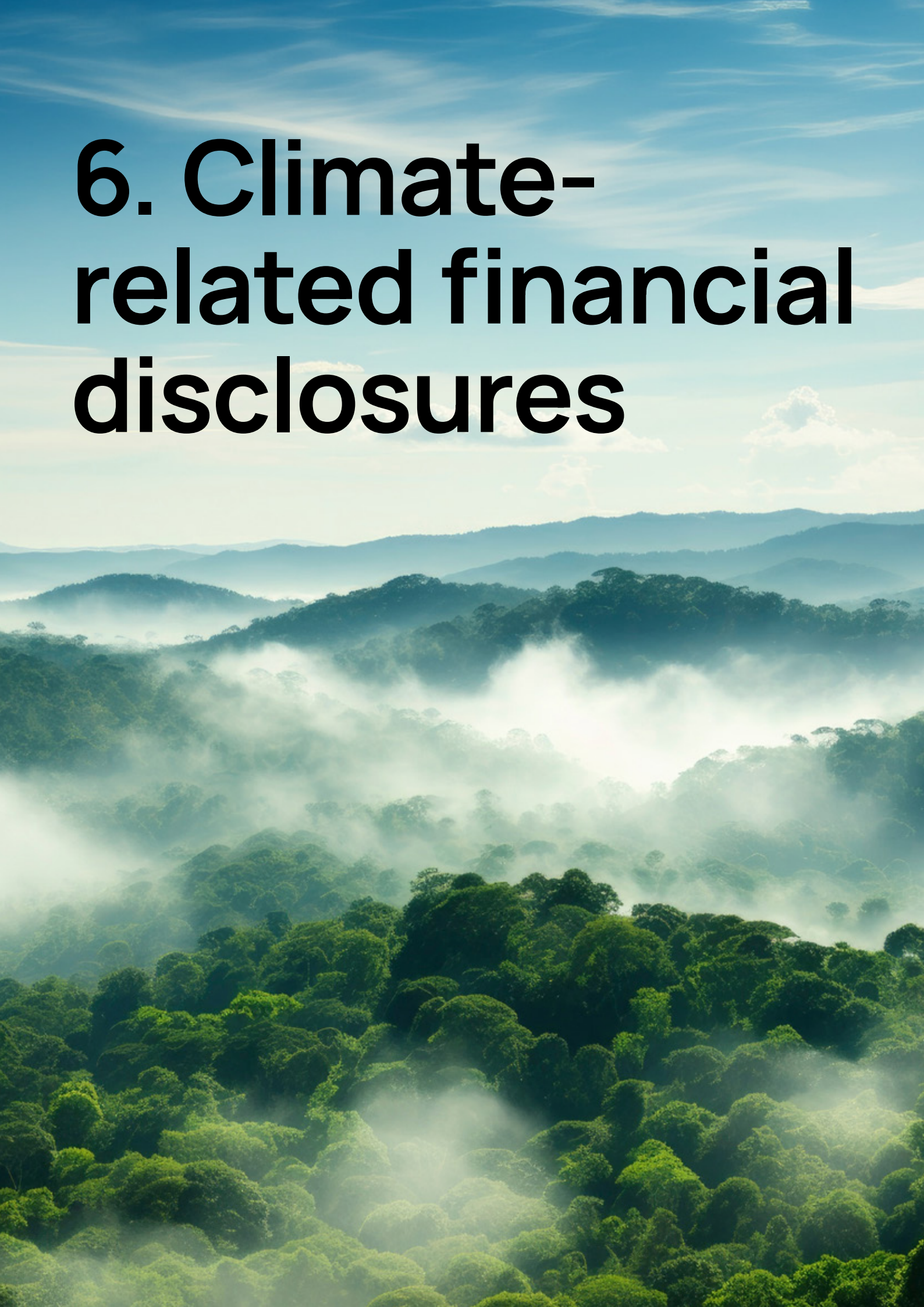
5.9 Monitoring and accountability

Our Board and Senior Management Team regularly review strategic progress, operational performance and emerging risks to ensure that our governance framework remains current and proportionate to the evolving nature of our business.

Our practices are aligned to the principles set out in Section 172(1) of the Companies Act 2006, reflecting our obligation to act in the way we consider most likely to promote the success of the Group for the benefit of its members as a whole, having regard to the interests of all relevant stakeholders. Further detail on the Board's approach to stakeholder engagement and decision-making is set out in Section 27-28 of our Group Annual Report FY26.

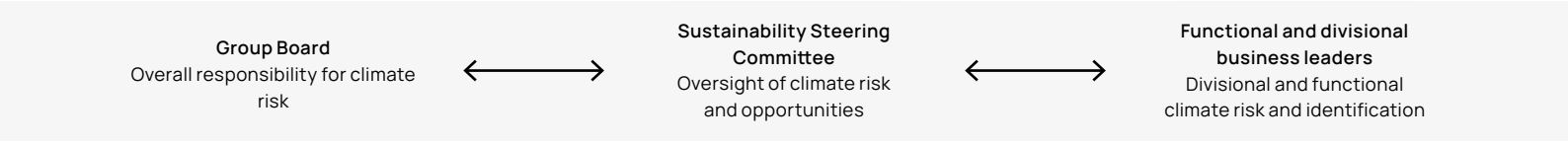
As our business continues to grow in scale and geographic complexity, we are committed to ensuring that our governance framework develops in step with the changing nature of our operations, the expectations of our stakeholders and the regulatory environment in which we operate.

6. Climate-related financial disclosures



Climate-related Financial Disclosures

This section contains the Group's Climate-related Financial Disclosures required under The Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 (CFD Regulations). Consideration has also been given to UK government guidance, which supplements the CFD Regulations (CFD Guidance).



6.1 Governance

The Board holds ultimate responsibility for oversight of the Group's climate-related risks and opportunities and approval of related strategic decisions. The Board is informed of significant climate risks raised by the Sustainability Steering Committee (SSC), chaired by the Chief Business Officer and supported by the CFO, Group General Counsel, and the Sustainability and ESG team. The SSC meets at least monthly, with sustainability matters reported to the Board quarterly. Functional and divisional leaders are responsible for identifying climate risks within their areas, with perspectives gathered from each division. In FY26, the SSC reviewed and approved the updated climate risk and opportunity assessment, conducted with external climate risk specialists, and the Board was briefed on the key findings ahead of this disclosure.

6.2 Risk and opportunity management

A full risk assessment of climate-related financial risks and opportunities was conducted in FY24 and comprehensively refreshed in FY26. A total of 33 potential physical and transition risks and opportunities were identified, with 12 assessed as significant. Climate risk and opportunity management is part of the Group's emerging Enterprise Risk Management framework (ERM). Climate risks and opportunities are identified and evaluated through the following process:

- Identification of risks and opportunities using CFD Guidance, climate scenarios, industry benchmarking, and peer review;
- Stakeholder engagement with key divisional and functional leadership including the Chief Business Officer, Director of Sustainability and ESG and Director of Risk and Compliance; and
- Assessment of likelihood and impact under different scenarios and time horizons, with impact assessed on a mitigated basis reflecting existing controls to determine significance.

Significant climate risks and opportunities are escalated through the SSC to the Board and Senior Management Team using the same criteria applied to all principal risks. The SSC continues to monitor and review all identified transition and physical climate risks and opportunities as part of its annual process.

6.3 Strategy

Updates to our climate risk and opportunities assessment

In FY26, we have enhanced our understanding of climate-related risks and opportunities for the business by renewing our climate risk and opportunity assessment.

Summary of update to methods:

Our assessment in FY26 uses the International Energy Agency (IEA) scenarios, published in November 2025, to assess climate-related transition risks and opportunities. We also updated our risk and opportunities assessment approach in line with our emerging Group ERM framework, considering existing mitigation measures in our evaluation of each identified climate-related risk and opportunity. Our time horizons have also been updated to 2030, 2040, and 2050, based on recommendations in the 'UK Government Task Force on Climate-related Financial Disclosure (TCFD) – aligned disclosure application guidance' to consider longer time horizons compared to typical business and strategic planning periods.

Summary of update to findings:

Our assessment identified a broader range of transition opportunities, building on the previously recognised growth of the electric vehicle (EV) market to include opportunities associated with new low-carbon products and services, alternative mobility solutions and integrated and data-driven fleet offerings. These opportunities reflect the continued growth of our product and service offerings and support our strategic focus on enabling the customer transition.

Whilst regulatory change and carbon pricing remain key risks, the assessment now reflects evolving customer preferences towards EVs, changes in charging behaviour and increasing complexity within the EV charging market. When our existing mitigation measures were considered, such as our business continuity plans, operational controls, and diversified network resilience, physical risk scores were reduced, such that they are not considered significant.

The analysis found that transition risks and opportunities are likely to have a greater impact than physical risks on our business. Overall, the transition to a low carbon economy is expected to play an increasingly important role in shaping demand for our services, presenting both risks to fuel-related revenues and opportunities to support future growth.

Climate risk and opportunities assessment approach

Through a series of internal meetings and structured workshops with key stakeholders, including the Chief Business Officer, Director of Sustainability and ESG and Director of Risk and Compliance, a total of 33 potential physical and transition risks and opportunities were identified and refined.

For the assessment, our emerging Group ERM scoring framework was adapted and applied to evaluate the likelihood and impact of each identified risk and opportunity across defined time horizons (Table 1) and climate scenarios (Table 2). Likelihood was assessed qualitatively, considering the Group's exposure to each risk or opportunity under each scenario and time horizon. Impact was also assessed qualitatively, reflecting the potential magnitude of effects on the business, including implications for the business model, strategy and financial planning. Overall risk was determined by combining likelihood and impact scores. Risks and opportunities were considered significant if they achieved a High or Transformational/Critical score in any time horizon or scenario. Significant risks and opportunities are expected to have the greatest impact on our business model, strategy, and financial planning.



Table 1: Short, medium and long-term time horizon definitions

Time horizon	Definition	Rationale
Short term	2030	This period covers our business and financial planning time horizons, as well as potential governmental policy changes.
Medium term	2040	This period takes into consideration known policy change and climate targets, as well as lead times to develop new service and product offerings.
Long term	2050	This period explores a wide range of potential future climate impacts and legislative or regulatory changes.

Table 2. Climate scenarios

Temperature change	Scenario	Description and key assumptions
1.5 °C	**Net Zero Emissions (NZE)** International Energy Agency (IEA) Transition Risk Scenario	**NZE:** Pathway to reduce global energy-related greenhouse gas emissions to zero by 2050. **Key assumptions:** • Rapid transition to a global low carbon economy. • Carbon price mechanism in all economies with Net Zero commitments (2035: $180/tCO2e, 2050: $250/tCO2e). • Accelerated regulatory action and fossil fuel phase-out. • Rapid technological advances and large degree of international cooperation on clean energy innovations, supporting a rapid uptake of EVs and associated infrastructure and technology. Electrification of Heavy-Duty Vehicles (HDVs) takes place at a slower rate than Light Duty Vehicles (LDVs).
<2 °C	**SSP1-2.6** (Shared Socioeconomic Pathway) The Intergovern-mental Panel on Climate Change (IPCC) Physical Risk Scenario.	**SSP1-2.6:** Low challenges to climate mitigation and adaptation. **Key assumptions:** • Steady transition to a global low carbon economy with limited changes to the climate. • The frequency and size of extreme weather events such as heavy precipitation, flooding, wind and drought events are likely to increase.

Table 2. Climate scenarios

Temperature change	Scenario	Description and key assumptions
2-3 °C	**Stated Policies (STEPS)** IEA Transition Risk Scenario	**STEPS:** Pathway considering implementation of current and proposed policies without assuming aspirational targets are met. **Key assumptions:** • Delayed transition to a global low carbon economy leading to notable changes to the climate. • Rising carbon prices over time (EU - 2035: $89/tCO2e, 2050: $174/tCO2e). • Strong growth in electricity demand; renewables and electrification expand, but unevenly by region and sector. • Fuel economy standards and zero emission vehicle mandates increase the uptake of EVs and associated infrastructure more rapidly than in the CPS. Electrification of HDVs takes place at a slower rate than LDVs.
	Current Policies (CPS) IEA Transition Risk Scenario	**CPS:** Pathway assuming policies already enacted into law are implemented and no additional strengthening of climate, energy or industrial policy occurs. **Key assumptions:** • Delayed transition to a global low carbon economy leading to notable changes to the climate. • Constant carbon pricing over time (EU – 2035: $87/tCO2e, 2050: $87/tCO2e). • Slower clean energy rollout; electrification and efficiency gains limited by current policy, infrastructure and financing constraints. • Slower EV deployment than in STEPS or NZE due to limited policy support, with ICE vehicles remaining competitive for longer. Electrification of HDVs takes place at a slower rate than LDVs.
	SSP2-4.5 (Shared Socioeconomic Pathway) IPCC Physical Risk Scenario	**SSP2-4.5:** Medium challenges to climate mitigation and adaptation. **Key assumptions:** • Delayed transition to a global low carbon economy leading to notable changes to the climate. • Similar to trends in SSP1-2.6, with increased frequency and size of extreme weather events.
3 °C+	**SSP5-8.5** (Shared Socioeconomic Pathway) IPCC Physical Risk Scenario	**SSP5-8.5:** High challenges for climate mitigation and low challenges to adaptation. **Key assumptions:** • Slow transition to a global low carbon economy with significant changes to the climate. • A mostly fossil fuel-based economy. Increase in frequency and severity of extreme weather events projected compared to SSP1-2.6 and SSP2-4.5.

Climate risk and opportunities assessment results

The results of this analysis, showing our 12 significant risks and opportunities, are set out in Table 3. The risks and opportunities included in the table below received at least a High or Critical/Transformational score within a scenario and time horizon.

Table 3: Climate-related risks and opportunities identified as significant

Opportunity Key	
L	Low
M	Medium
H	High
T	Transformational

Risk Key	
L	Low
M	Medium
H	High
C	Critical

ID	Opportunities	NZE 1.5 °C Scenario			STEPS 2.5 °C Scenario			CPS 2.9 °C Scenario		
		2030	2040	2050	2030	2040	2050	2030	2040	2050
TO.1	Growth of our existing EV products and services	T	T	T	M	H	T	M	M	M
TO.2	Development of new low-carbon products and services	H	H	T	M	H	H	M	M	M
TO.3	Expand low-carbon and alternative mobility solutions	M	H	H	M	M	M	L	L	M
TO.4	Potential growing demand for simple, unified EV services	M	H	T	M	H	H	M	H	H
TO.5	Technology and policy constraints in transitioning transport / distribution vehicles away from fossil fuels	M	M	L	H	M	M	H	H	H
TO.6	Explore provision of customer data and compliance solutions	M	H	H	M	M	H	M	M	M
	Risks	NZE 1.5 °C Scenario			STEPS 2.5 °C Scenario			CPS 2.9 °C Scenario		
		2030	2040	2050	2030	2040	2050	2030	2040	2050
TR.1	Regulatory changes impacting existing fuel-related products and services	C	C	C	M	H	C	M	H	H
TR.2	Carbon pricing impacts on fossil fuel demand and vehicle mileage	H	H	C	M	H	H	M	M	M
TR.3	Customer retention and winning new contracts linked to our sustainability performance and peer competition	H	H	H	M	H	H	M	M	M
TR.4	More dispersed charging network for EVs	H	M	M	H	H	M	H	H	H
TR.5	EV charging behaviour is different to typical refuelling consumer behaviour	H	M	M	H	C	C	H	C	C
TR.6	Changing customer preferences from ICE vehicles to EVs	M	H	H	M	M	H	M	M	M

Table 4 below provides an overview of these 12 risks and opportunities, outlining their potential impacts on our business and the actions we are taking to manage each risk and opportunity.

They are interconnected and can be grouped across three broader market themes and potential future dynamics: **(1) Policy and demand shifts, (2) EV market dynamics, and (3) Commercial position and competitive advantage.**

Table 4: Significant climate risks and opportunities

Theme 1: Policy and demand shifts	
TO.1	**Growth of our existing EV products and services**
TCFD category	**Transition opportunity - Market**
Description and potential impact on business:	Potential acceleration in adoption of EV vehicles present an opportunity to grow revenues through growth in EV charge cards and installation of charge points. This shift is expected to drive increased demand for new and integrated service offerings.
Management approach:	Our approach is primarily responsive to customer demand, supported by ongoing expansion of EV charging capabilities and monitoring of usage trends to inform future growth.
TO.2	**Development of new low-carbon products and services**
TCFD category	**Transition opportunity – Market**
Description and potential impact on business:	The transition to a low carbon economy may present opportunities to diversify and develop new products and services beyond traditional fuel-based offerings, potentially leading to higher revenues, improved customer retention, and strengthened long term resilience over time.
Management approach:	We are investing in product development to expand the range of low-carbon services available to customers across all fleet types. We are developing the UK's largest Hydrotreated Vegetable Oil (HVO) network to support the adoption of low carbon alternative fuels.
TO.5	**Technology and policy constraints in transitioning transport/distribution vehicles away from fossil fuels**
TCFD category	**Transition opportunity – Market**
Description and potential impact on business:	Slower transition timelines, driven by technology and policy constraints in decarbonising heavy-duty and long-distance transport, may present an opportunity to continue generating revenue from transition fuels. This is expected to support the business's stability while it diversifies for the future.
Management approach:	We will continue to support customers to use their existing vehicles as they transition to lower carbon alternatives.
TR.1	**Regulatory changes impacting existing fuel-related products and services**
TCFD category	**Transition risk - Policy and legal**
Description and potential impact on business:	Regulatory changes could lead to reduced internal combustion engine vehicles which may directly impact core revenue streams, as fuel card transactions currently account for the majority of the Group revenues.
Management approach:	We are responding to regulatory change by continuing to expand our portfolio of non-fossil fuel products and services, including investment in EV, energy and alternative fuel solutions. We are also actively monitoring developments in the regulatory environment to inform strategic decision-making and ensure our product offering evolves in line with policy changes and customer needs.

TR.2	Carbon pricing impacts on fossil fuel demand and vehicle mileage
TCFD category	**Transition risk - Policy and legal**
Description and potential impact on business:	Possible increased carbon taxes and greenhouse gas (GHG) pricing could impact revenues through higher costs and/or reduced demand for fuel-based services.
Management approach:	We continue to strengthen our carbon reporting and data capabilities to improve visibility of emissions across our operations and value chain. Carbon pricing exposure is being modelled as part of the ongoing climate risk assessment. The portfolio diversification strategy - expanding into EV, HVO and Telematics services - is the primary mechanism for reducing long-term exposure to carbon pricing risk on fossil fuel revenues.
TR.6	Changing customer preferences from ICE vehicles to EVs
TCFD category	**Transition risk - Market**
Description and potential impact on business:	The possibility that public sentiment could shift to favour EVs and integrated energy solutions may potentially lead to a decline in demand for traditional road fuel and ICE vehicle related services.
Management approach:	We are responding to changing customer preferences by transitioning to an integrated fleet and connectivity provider, which could strengthen our ability to meet evolving customer demand and reduce reliance on fuel-based services over time.

Theme 2: EV market dynamics

TO.4	Potential growing demand for simple, unified EV services
TCFD category	**Transition opportunity - Products/services**
Description and potential impact on business:	Potential growing demand for simple, unified EV services presents an opportunity to increase revenues and strengthen the business's competitive position as customers transition to electrified mobility. This includes the potential to enhance customer value through more seamless and comprehensive service offerings, supporting customer retention and long-term growth in EV-related activities.
Management approach:	We are actively pursuing this opportunity through our Radius One card, which enables both fuel and EV charging for mixed fleets and provides access to approximately 42,000 public charging points.
TR.3	Customer retention and winning new contracts linked to our sustainability performance and peer competition
TCFD category	**Transition risk - Reputation**
Description and potential impact on business:	As customers place greater emphasis on sustainability credentials within procurement processes, weaker perceived performance or higher carbon intensity could reduce competitiveness and potentially revenue over time.
Management approach:	We will be developing a Group-wide sustainability strategy. This includes enhancing the Group's sustainability reporting, improving the quality of carbon data available to customers, and positioning our product portfolio around the decarbonisation needs of fleet operators.
TR.4	More dispersed charging network for EVs
TCFD category	**Transition risk - Market**
Description and potential impact on business:	A potentially crowded and fragmented EV charging market may challenge the business's ability to offer a seamless charging solution, increasing integration complexity and competitive risk if EV-specialist providers leverage stronger partnerships and network coverage.
Management approach:	We are responding to the evolving and increasingly dispersed EV charging landscape by expanding our network through partnerships and broader supplier engagement. We are also enhancing our EV offering with tools that improve visibility of charger availability and pricing, supporting customer uptake and service growth.

Theme 3: Commercial position and competitive advantage	
TO.3	**Expand low-carbon and alternative mobility solutions**
TCFD category	**Transition opportunity - Market**
Description and potential impact on business:	Lower-carbon liquid fuels and alternative mobility solutions present an opportunity for the business to sustain and grow revenues by supporting customer decarbonisation where full electrification is not yet viable. This includes retaining demand for fuel-related services in harder-to-abate segments, while creating new revenue streams through the provision of lower-carbon fuel options and alternative solutions, supporting a more gradual and diversified transition of the business model.
Management approach:	We are leveraging our established Hydrotreated Vegetable Oil (HVO) network to support the uptake of lower-carbon fuels, while also exploring opportunities to expand access and develop emerging solutions such as hydrogen through collaboration.
TO.6	**Explore provision of customer data and compliance solutions**
TCFD category	**Transition opportunity - Products/services**
Description and potential impact on business:	The transition to a low-carbon economy may create an opportunity to monetise the business's data, expanding services and supporting customers while generating new revenue streams and strengthening customer retention.
Management approach:	As customer demand for sustainability data grows alongside tightening carbon reporting obligations, we are well-positioned to develop commercially valuable data and compliance offerings, that generate new revenue streams and strengthen customer retention.
TR.5	**EV charging behaviour is different to typical refuelling consumer behaviour**
TCFD category	**Transition risk - Market**
Description and potential impact on business:	The ability for EVs to be charged at home or in a depot may lead to a lower ratio of EV charge card use compared to traditional wet fuel cards. This structural shift in charging behaviour reduces reliance on public charging networks and may constrain revenues linked to EV charging services.
Management approach:	We are beginning to assess the potential impacts of changing EV charging behaviours and identifying opportunities to adapt our offering to align with emerging charging behaviours over time.

No physical risks or opportunities were assessed as significant. This reflects the Group's strong adaptive capacity including formal business continuity planning supported by cloud-based IT, operational flexibility across offices and suppliers, and a diversified fuel network limiting single-location exposure. Physical risks and opportunities therefore do not feature in this disclosure.

Resilience of our business model and strategy

This updated climate-related risk and opportunity assessment improves our understanding of the potential impacts on our business under different climate scenarios, considering our current mitigation measures. The findings provide context and help position the business to respond effectively to emerging risks and act on identified opportunities.

The results of this assessment demonstrate resilience in our business model across all 3 transition scenarios assessed. This reflects the structural advantage of operating an asset-light, product-agnostic mobility services platform, which is not dependent on any single fuel type or technology. For example, the Radius One Card, which enables both conventional fuel and EV charging for mixed fleets and provides access to approximately 42,000 EV connectors across the UK, allows our core commercial proposition to transfer directly to an electrifying fleet without fundamental restructuring of our business model.

A summary of the implications of the different transition scenarios on our business strategy is set out below.

Transition scenario resilience

NZE 1.5°C — Most rapid transition
This scenario presents the greatest near-term pressure on fuel card revenues as fossil fuel demand declines most quickly. However, it simultaneously offers the largest commercial upside for the Group: demand for EV charge cards, charge point installation, and Telematics services grows most strongly under this scenario. The asset-light platform model and the dual-fuel capability of the Radius One Card underpin resilience, allowing the business to follow customer demand as fleet composition shifts.
STEPS 2.5°C — Gradual transition
Under this scenario, a more measured pace of transition provides a longer runway for portfolio migration. Fossil fuel card revenues remain commercially meaningful through 2030 and into the medium term, while demand for EV and HVO products grows progressively. The HVO network plays a particularly important bridging role under STEPS, supporting customers in harder-to-abate segments where full electrification is not yet viable. This scenario reinforced the strategic rationale for maintaining and expanding the HVO network and exploring alternative fuels, alongside EV investment.
CPS 2.9°C — Slower transition
Under this scenario, slower EV uptake sustains near-term fuel card revenues for longer, while growth in EV charging services is more gradual. Our diversified product set - spanning fuel cards, EV charge cards, HVO, and Telematics - positions the business to respond as policy conditions and fleet composition evolve. This scenario reinforces the importance of maintaining optionality across fuel types rather than concentrating investment in a single technology pathway.

The analysis reinforces the Group's strategic direction of evolving from a fuel card business towards an integrated fleet and mobility services provider, reducing long-term dependence on fossil fuel revenues while maintaining near-term commercial resilience. The scenario analysis findings were reviewed by the SSC and the Board ahead of FY27 strategic planning.

Metrics and Targets

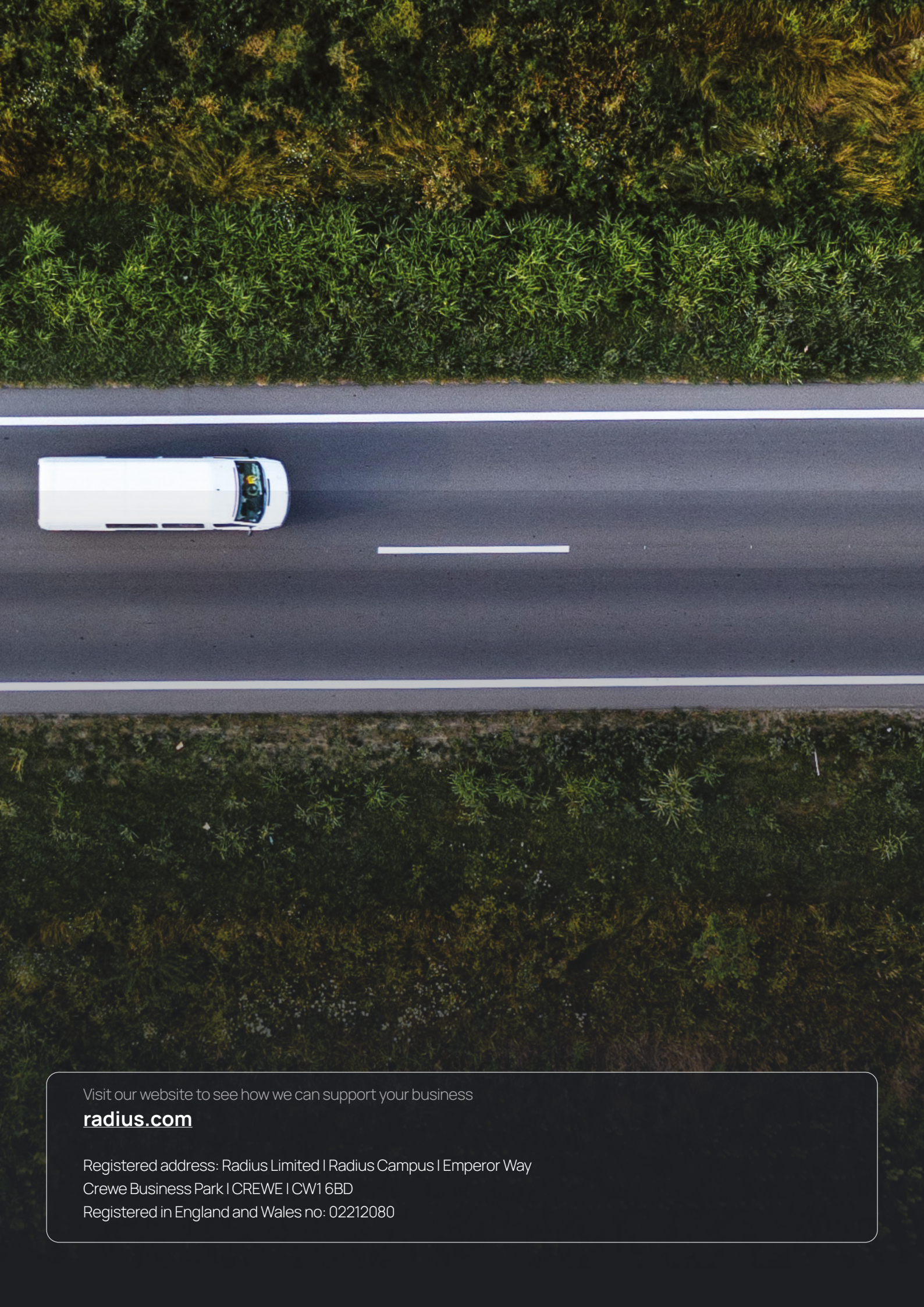
We continue to develop our approach to environmental management and sustainability more broadly. By utilising the emerging Group ERM framework to assess our climate-related risk and opportunities, we have taken a significant step forward in embedding these into our strategic planning processes.

We are committed to developing a robust set of climate-related metrics and targets that reflect both our own decarbonisation journey and our role in supporting customers' transition to lower-carbon mobility. We are currently in the process of identifying the most appropriate indicators to track progress against our climate-related risks and opportunities, and we recognise that our metrics framework will evolve as our data capabilities and strategic priorities mature.

The metrics we envisage tracking will broadly cover three areas:

- The reduction of our Group operational carbon footprint across all relevant emission scopes;
- The growth of our lower-carbon product and service portfolio, including EV and alternative fuel offerings; and
- The decarbonisation profile of the fleets we serve.

We believe these metrics reflect the significant climate-related risks and opportunities identified in this disclosure, particularly the transition from fossil fuel to electric and alternative fuel mobility and will enable us to monitor our business performance and progress moving forward.



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