



# ESG Strategy

**2026–2030**

Empowering sustainable buildings for a net zero future

*Our mission is to maintain the beating pulse of your building.*

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**SOLIS GROUP**

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SECTION 01

# Executive Summary

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The built environment is central to the UK's climate challenge. Buildings and product use account for 22% of UK greenhouse gas emissions and domestic transport for a further 30% (DESNZ, final 2024 figures). As an engineering-led facilities management business, SOLIS Group works on both: the buildings we maintain and the vehicles our engineers drive.

This strategy sets out how we will reduce our own impact and help our clients reduce theirs between 2026 and 2030. It is built on three pillars:

- **Environmental Commitment** – a fully electric fleet, paperless operations, circular use of materials and lower-carbon building services for our clients.
- **Social Responsibility** – safe work, skilled and supported people, and genuine employment pathways through community partnerships.
- **Governance and Forward Planning** – board-level accountability, employee ownership through our EMI scheme, and transparent progress reporting.

Our headline commitments are a **fully electric fleet by 2030** and **fully paperless operations by 2030**, supported by the remote monitoring, predictive maintenance and digital twin technology that underpins how we deliver our services.



## SECTION 02

# Purpose, Mission, Vision and Values

|                | Statement                                                                                                                                      |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Mission</b> | To maintain the beating pulse of your building.                                                                                                |
| <b>Purpose</b> | To decarbonise the built environment through sustainable engineering and facilities management.                                                |
| <b>Vision</b>  | To be the UK's most trusted partner in building performance, delivering ESG-aligned outcomes that benefit clients, communities and the planet. |

## Our core values

**Integrity.** We consistently strive to do what is right. Our commitment to honesty, transparency and doing what is best extends to our clients, customers and teammates.

**Innovation.** We continually challenge ourselves to explore new opportunities and better meet the needs of our team, customers and company. When faced with obstacles, we embrace creativity, take calculated risks and find alternative ways to drive continuous improvement.

**Collaboration.** Our strength comes from trusted partnerships and dedicated employees. We prioritise working together, learning from one another and fostering an environment where collective progress comes first.

**Sustainability.** We work with energy recovery facilities and renewable sites, including solar and wind, to reduce carbon emissions. Our policy on leftover materials is clear: reuse, repurpose or recycle, keeping materials out of landfill.



## SECTION 03

# Who We Are

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SOLIS Group is a Glasgow-based facilities management and mechanical services contractor with a second office in Stockport, Greater Manchester. We deliver design and build, planned and reactive maintenance, renovation, refurbishment and repair for commercial, industrial and social housing clients across the UK, acting as principal contractor where required.

Our business model rests on four pillars of management – people, processes, buildings and technology – and three core service areas:

- **Facilities Management** – planned preventive maintenance (PPM) and reactive maintenance, supported by a 24/7 helpdesk.
- **Mechanical and Electrical Solutions** – specialist M&E and technical projects, including heating, hot water, HVAC and plant replacement.
- **Energy and Carbon Performance** – energy monitoring, billing and reporting to help clients cut consumption and carbon.

## A circular approach to facilities management

Around 80% of our carbon footprint comes from the products and materials we use and dispose of. Our circular model therefore focuses on long product life: designing for durability and repair, offering warranties and upgradability, and using PPM to extend the life of the equipment clients already have rather than replacing it. This reduces lifecycle costs for clients and keeps materials out of landfill.

## Accreditations

ISO 9001 (quality), ISO 14001 (environmental) and ISO 45001 (occupational health and safety); SafeContractor; CHAS; Gas Safe Register; SNIPEF; REFCOM F-Gas; Daikin D1 approved installer; member of Glasgow Chamber of Commerce.



## SECTION 04

# Our Journey

SOLIS Group has grown from a team of three to 22 people in under five years.

| Date     | Milestone                                                                                                                                                                                                                                                                            |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2020     | <b>Founded.</b> Marcus McNeilly and John McNeilly found SOLIS Group as a family business.                                                                                                                                                                                            |
| Jan 2022 | <b>First trading year.</b> SOLIS Group begins trading.                                                                                                                                                                                                                               |
| Apr 2022 | <b>First office.</b> SOLIS Group opens its first office in Glasgow with a team of three.                                                                                                                                                                                             |
| Oct 2022 | <b>First apprentice.</b> Brodie McGregor joins as our first apprentice.                                                                                                                                                                                                              |
| Mar 2023 | <b>ISO certification.</b> Awarded ISO 9001, ISO 14001 and ISO 45001.                                                                                                                                                                                                                 |
| Jan 2024 | <b>Team grows from 4 to 9.</b> New contract awards bring a Compliance Manager, a Project Manager and site personnel for the Viridor GRREC site.                                                                                                                                      |
| Mar 2025 | <b>New office.</b> Business growth requires larger premises at McCafferty House, Glasgow.                                                                                                                                                                                            |
| Mar 2025 | <b>Board of Directors.</b> A Board of Directors is formally established.                                                                                                                                                                                                             |
| 2025     | <b>Research partnership.</b> Strategic partnership with Glasgow Caledonian University through a Knowledge Transfer Partnership, supported by Innovate UK funding.                                                                                                                    |
| Oct 2025 | <b>Social housing.</b> Awarded the Communal Heating Systems Maintenance Contract by Queens Cross Housing Association.                                                                                                                                                                |
| 2026     | <b>Award win.</b> Named most Client-Focused Facilities Management and Workforce Development Company, Build Awards 2026.                                                                                                                                                              |
| 2026     | <b>Award shortlists.</b> Top Employer Awards (The Herald and First Bus); Inspiring City Awards (The Herald); Scottish Impact Awards (The Herald); Best SME Business, Glasgow Chamber of Commerce Business Awards; Social Value Award, National Recycling Awards; GO Awards Scotland. |
| 2026     | <b>Expansion.</b> Team of 22; second office opened in Stockport, Greater Manchester.                                                                                                                                                                                                 |



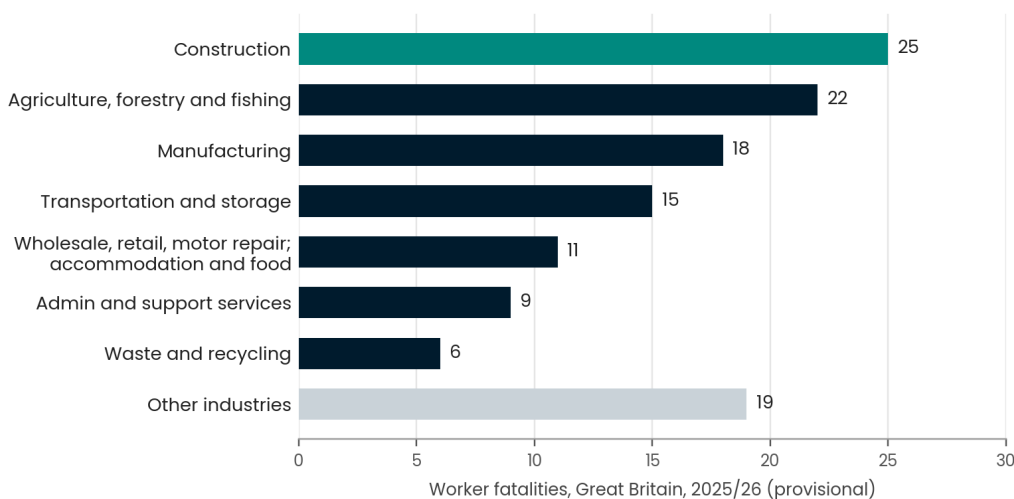
## SECTION 05

# Health, Safety and Wellbeing

Safety is at the heart of everything we do. The wellbeing of our staff, clients and the wider community is a moral obligation and fundamental to our success: a strong safety culture builds trust, improves retention and attracts new talent.

The risks in our sector are real. HSE figures for 2025/26 show that 126 workers were killed in work-related accidents in Great Britain. Construction again recorded the highest number of worker deaths of any sector, at 25, against a five-year average of 37, and falls from height remained the leading cause of fatal injury.

**Construction recorded the most worker deaths of any sector in 2025/26**



Source: HSE, Work-related fatal injuries in Great Britain, 2026 (RIDDOR; 2025/26 figures are provisional).

## Work Safe, Stay Safe

Our own health, safety and wellbeing programme, Work Safe, Stay Safe, is designed so that every team member is committed to health and safety, leads by example and feels empowered to speak up when they see something that is not right. It is built on five themes:

- **Enabling leaders** – managers who set the standard and support their teams.
- **Protecting health** – physical and mental wellbeing as well as injury prevention.
- **Managing risk** – suitable risk assessments, safe systems of work and competent people.
- **Sharing and learning** – reporting near misses and sharing lessons across sites.
- **Working together** – shared responsibility for our own safety and the safety of others.

The programme is in its early stages. As it matures, it will reduce accidents and associated costs, support compliance with health and safety law and strengthen trust across the organisation.

## SECTION 06

# Pillar 1: Environmental Commitment

## Electrification of our fleet

Domestic transport is the UK's largest emitting sector, responsible for 30% of UK greenhouse gas emissions (DESNZ, final 2024 figures). SOLIS Group is committed to a **fully electric fleet by 2030**. In the meantime, every technician vehicle is fitted with a driver efficiency monitor that encourages higher gears and steady speeds, reducing fuel use and emissions.

## Energy efficiency in our offices and on site

- Sensor-activated, low-energy lighting.
- Switching off all appliances when not in use, and load shedding of high-energy equipment during non-essential periods.
- Prioritising renewable energy procurement where feasible.
- Building Management Systems (BMS) to optimise HVAC and lighting, with Variable Speed Drives (VSDs) adjusting fan and pump speeds.
- Data-driven monitoring of energy use to identify inefficiencies and inform operational and behaviour changes.

## Low-carbon heating and hot water for our clients

We design, install and maintain a range of renewable and energy-efficient technologies to cut clients' emissions and running costs:

| Technology                              | How it reduces energy use                                                               |
|-----------------------------------------|-----------------------------------------------------------------------------------------|
| Air source and ground source heat pumps | Extract renewable heat from the air or ground for space heating, cooling and hot water. |
| Solar thermal hot water                 | Pre-heats water with rooftop collectors, reducing the load on the main heating system.  |
| Heat recovery ventilation (HRV)         | Reclaims heat from extracted air to pre-warm incoming fresh air.                        |
| Refrigeration and flue gas heat reclaim | Captures waste heat from refrigeration condensers or flue gases for reuse.              |
| DX systems (split and VRV/VRF)          | Provide efficient heating and cooling through reversible refrigerant cycles.            |
| Combined heat and power (CHP)           | Generates electricity on site while recovering heat from the process.                   |
| Biomass boilers                         | Burn sustainable fuels such as wood pellets for heating and hot water.                  |



## Remote monitoring, predictive maintenance and digital twins

Our IoT-enabled remote monitoring tracks plant and building conditions in real time, so faults are identified and an engineer dispatched – often before the client is aware of a problem. Our digital twin technology combines sensor data on temperature, energy use, occupancy, air quality and equipment performance with data from heating, ventilation, lighting and other building systems, using analytics and AI to drive earlier intervention and lower energy use.

Through our Knowledge Transfer Partnership with Glasgow Caledonian University, supported by Innovate UK, we are developing this platform further for the social housing sector. It will help landlords meet new requirements such as Awaab's Law, in force in Scotland since 6 October 2026, and the forthcoming Heat Network Technical Assurance Scheme (HNTAS).

## Digitalisation and paperless operations

We are committed to **fully digitalising our operations and becoming paperless by 2030**. Digital invoices, reports and communications are already in use, and we will remove the remaining paper-based systems in stages between now and 2030.

## Water conservation

The average person in the UK uses around 142 litres of water a day, much of it wasted. We reduce office water use by fixing leaks promptly, turning taps off, filling kettles only as needed and **capturing rainwater for vehicle washing**, in line with the UK Water Efficiency Strategy to 2030.

## Waste reduction and the circular economy

- Site waste management plans on large-scale jobs.
- Off-site prefabrication where possible, reducing cutting and transport waste.
- Working with waste management partners to track reuse, recycling and landfill diversion rates.
- Recyclable or returnable pallets and crates.
- An internal inventory of surplus materials and off-cuts for reuse on future jobs.
- Donating usable surplus materials and equipment to community projects and training providers (see Section 7).
- A goal of landfill-free operations.

## Sustainable supply chains

Our circular procurement policy includes sustainability criteria in all vendor tenders and contracts. We give preference to suppliers who demonstrate low-carbon operations, reduced water use, minimal waste and sustainable packaging, and who use reusable and recyclable materials. Sourcing locally supports regional economies, strengthens supply chain resilience and cuts transport emissions.



## Climate resilience and adaptation

We use UKCP18 (UK Climate Projections 2018) to model medium- and long-term climate risks, carry out site-specific climate risk assessments and build the findings into our business continuity planning.

## Biodiversity

Although our operations have a limited direct effect on biodiversity, we install living walls on suitable sites and are exploring responsible land-use options for our premises.



SECTION 07

## Pillar 2: Social Responsibility

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### Our people

Every new starter receives a structured induction, including our ESG strategy, so that they can work safely and competently and understand the principles that guide us. Every colleague has regular one-to-one reviews and mid-year and end-of-year appraisals. Our priorities are:

- **Identifying emerging talent** and providing the support needed for growth.
- **Clear career pathways** that let individuals shape development plans around their ambitions, from apprenticeships to senior leadership.
- **Succession planning** for critical roles to ensure continuity.
- **Diversity and inclusion**, working towards a workforce that reflects the communities we serve, including addressing gender pay equity.
- **Engagement and wellbeing** through external training, webinars and networking, monthly team meetings where ideas shape our processes, and support networks and mental health initiatives.

### First Steps Future Training

Our main community partnership is with First Steps Future Training, a Glasgow-based charity supporting people facing barriers to employment. Since January 2024 we have provided **five learners with paid six-week placements that led to full-time, 40-hour contracts** at the Viridor site we support in Glasgow.

Learners complete a Level 4 health and safety qualification and apply for their CSCS card through First Steps before gaining hands-on experience in a live work environment, with ongoing mentoring from our site teams. We co-designed the programme with the charity's leadership and trainers to create genuine employment pathways rather than short-term placements. It was championed by our Managing Director and is now a repeatable, scalable part of our recruitment and social value framework. We also donate surplus materials to First Steps' training centre, where learners repurpose them into planters for local nurseries and nursing homes.



## Giving equipment a second life

| Partner                           | What we donated                                                                   | Impact                                                                                                 |
|-----------------------------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| FARE Scotland                     | 25 surplus boardroom chairs                                                       | Allowed the charity to increase class sizes on its employability courses for young people and parents. |
| Royston Youth Action, Glasgow     | A 52-inch TV recovered from a Viridor dilapidation project at Drumhead Road       | Now used for after-school activities for young people in Royston.                                      |
| Gas Certification Company Limited | Air conditioning units removed during a system replacement for a premium retailer | Provide hands-on training for future engineers.                                                        |

## SECTION 08

# Pillar 3: Governance and Forward Planning

## Board oversight

Our Board of Directors, established in March 2025, is accountable for this strategy. It approves ESG targets, reviews progress and ensures that ESG considerations are built into business decisions, procurement and risk management.

## Employee ownership: our EMI scheme

Our Enterprise Management Incentive (EMI) scheme gives selected employees the option to buy shares in SOLIS Group. It helps us attract and retain talented people and aligns their interests with the long-term success of the business.

| Feature            | Summary                                                                                                                                                                                                                                                                                                        |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Eligibility        | Employees working at least 25 hours a week, or 75% of their working time, for SOLIS, who do not hold more than 30% of the company's share capital. Grants require Board approval and an individual option agreement.                                                                                           |
| Grant and exercise | Options are granted at a fixed exercise price, normally the HMRC-agreed market value. Options granted from 6 April 2026 can be exercised for up to 15 years.                                                                                                                                                   |
| Vesting            | Subject to time-based service (for example, three years), performance goals such as project delivery or revenue targets, and exit events such as a sale.                                                                                                                                                       |
| Tax treatment      | Where the exercise price is set at market value, no Income Tax or National Insurance is due on exercise. Gains on sale are normally subject to Capital Gains Tax; Business Asset Disposal Relief may reduce the rate to 18% for disposals from 6 April 2026, where conditions are met.                         |
| Responsibilities   | The Board approves grants and oversees compliance. HR manages communication and records. Finance and the Company Secretary notify HMRC of grants by 6 July following the end of the tax year of grant, maintain the share register and oversee valuations. Employees should take independent financial advice. |
| Review             | The scheme is reviewed annually and after any material company change. Compliance with HMRC EMI legislation is mandatory; a breach may result in the loss of EMI tax advantages.                                                                                                                               |

**At SOLIS, we grow together – rewarding performance, ownership and shared success.**

## Transparent reporting

SOLIS Group will publish its first ESG White Paper in October 2026, setting out our goals, actions and measurable progress against the targets in this strategy. We align our approach with UK and Scottish Government strategies and recognised frameworks, including renewable energy transition targets, the UK Water Efficiency Strategy to 2030, and carbon reduction and circular economy principles.



## Our pledge

Sustainability is not just a target; it is a mindset. From climate-positive operations to inclusive employment and responsible governance, SOLIS Group is committed to building a better future for our business, our communities and the planet.



## SECTION 09

## Our Targets at a Glance

| Commitment            | Target                                                | Date         | Measured by                          |
|-----------------------|-------------------------------------------------------|--------------|--------------------------------------|
| Fleet electrification | 100% electric fleet                                   | 2030         | % of fleet fully electric            |
| Paperless operations  | Fully digital, paperless operations                   | 2030         | Paper purchased and printed per year |
| Driver efficiency     | Monitors on all technician vehicles                   | In place     | Fuel use per vehicle                 |
| Waste                 | Landfill-free operations                              | Ongoing      | Landfill diversion rate              |
| Supply chain          | Sustainability criteria in all tenders and contracts  | Ongoing      | % of contracts with criteria         |
| Community employment  | Continue First Steps placements leading to employment | Ongoing      | Placements and permanent contracts   |
| Safety                | Embed Work Safe, Stay Safe across all sites           | Ongoing      | Accident and near-miss rates         |
| Reporting             | Publish first ESG White Paper                         | October 2026 | Publication                          |

**SECTION 10**

# ESG Materiality Matrix

Each topic is rated by its importance to our stakeholders and its impact on our business (stakeholder importance – business impact).

| Priority        | ESG topic                                     | Our focus                                                                               |
|-----------------|-----------------------------------------------|-----------------------------------------------------------------------------------------|
| High – High     | Fleet electrification and emissions reduction | Fully electric fleet by 2030; driver efficiency monitoring.                             |
| High – High     | Digitalisation and paperless operations       | Fully paperless by 2030; reduced printing and communication waste.                      |
| High – High     | Sustainable supply chain                      | Preference for low-carbon, low-waste suppliers; sustainability criteria in all tenders. |
| High – High     | Community engagement and job creation         | Partnership with First Steps Future Training; placements leading to employment.         |
| High – High     | Energy efficiency and renewable energy        | Appliance shutdown, renewable sourcing and low-carbon solutions for clients.            |
| High – High     | Health, safety and wellbeing                  | Work Safe, Stay Safe programme; ISO 45001.                                              |
| High – High     | ESG transparency and reporting                | First ESG White Paper; progress against published targets.                              |
| High – Medium   | Water conservation                            | Rainwater reuse and water-saving habits.                                                |
| High – Medium   | Employee training and empowerment             | Learning culture, career pathways and role development.                                 |
| High – Medium   | Local sourcing and circular economy           | Reduced logistics emissions; support for regional economies; reuse of materials.        |
| Medium – Medium | Governance and ethics                         | Board accountability; internal policies and controls.                                   |
| Medium – Medium | Climate-positive commitment                   | Going beyond net zero, aiming to remove more carbon than we produce.                    |
| Medium – Low    | Waste management                              | Reducing landfill and increasing recycling.                                             |
| Medium – Low    | Cybersecurity and data privacy                | Not currently critical but growing in importance as remote monitoring expands.          |
| Low – Low       | Biodiversity impact                           | Limited direct impact given the nature of our operations; living walls where suitable.  |