Cambridge & Counties Bank

Built on understanding

Impact Report 2025

Contents

Introduction and Strategic Context

Introduction

Patrick Newberry
Chairman

As a purpose-led bank and certified B Corp, Cambridge & Counties Bank remains committed to delivering sustainable growth while creating positive outcomes for our customers, colleagues, communities and shareholders.

In 2025, we strengthened how our environmental, social and governance principles are embedded into our strategy and decision-making. We're proud of the progress we've made - from supporting SMEs and charities to investing in our people and communities - while also recognising the importance of transparency, particularly as we develop our understanding of our environmental impact.

I'd like to thank our colleagues for their continued dedication and professionalism, and our customers and partners for their trust in us. Together, we remain focused on building a resilient bank that creates long-term value by doing business responsibly.

Donald Kerr
CEO

Our B Corp certification continues to shape how we approach ESG across the bank. During 2025, we embedded these principles further into our products, culture and operations, while delivering strong outcomes for customers and maintaining a clear focus on relationship-led banking.

A key priority this year was improving the quality and transparency of our data, particularly in relation to climate and financed emissions. While this has resulted in higher reported figures, it reflects better measurement and gives us a stronger foundation for meaningful action.

Progress is not always straightforward, but our direction is clear. We remain committed to succeeding commercially by doing good, and to building a bank that delivers sustainable growth and long-term value for all our stakeholders.

> "Together, we remain focused on building a resilient bank that creates long-term value"

Certified B Corporation Learn more at bcorp.com

Cambridge & Counties Bank secured its B Corp certification under the B Impact Assessment (BIA), specifically utilising Version 6 (V6)

Cambridge & Counties Bank officially secured B Corp Certification on

28 April 2023

In 2025, Cambridge & Counties Bank were

One of eight

B Corp-accredited UK banks / building societies

Our purpose

At Cambridge & Counties Bank, we exist to support the long-term success of UK-based small and medium-sized enterprises (SMEs), property investors and savers. Our clear, relationship-led financial solutions help customers grow sustainably and confidently.

Our focus is on property finance, asset finance and savings, centred around fairness, transparency, and simplicity. With deep sector expertise and personalised support, we deliver quick and responsible decision making based on a clear understanding of our customers' needs.

Jointly owned by Trinity Hall, Cambridge, and the Cambridgeshire Local Government Pension Fund, we combine financial resilience with long-term, ethical decision making.

Our values

To deliver on our purpose, we embed our core values into every interaction with our stakeholders:

We trust each other

We aim higher

We are inclusive

We work together

We are caring

These values shape our approach to customers, colleagues and communities, ensuring that responsibility, collaboration and integrity sit at the heart of everything we do.

Mission
Committed to delivering an excellent customer experience and achieving sustainable growth by delivering better together, for all.

Vision
To enable the growth and success of SMEs whilst making a positive difference to our colleagues, customers, and community, as well as ensuring value for our shareholders and maintaining strong relationships with regulators.

Pillars

Colleagues	Customer	Community
Attracting and retaining the best talent.	Supporting SMEs to achieve their ambitions.	Committing to sustainable practices across the business.

Purpose

Foundations

Impact on environment
In conducting our activities on colleagues, customer and community, we remain committed to having a positive impact on the environment without jeopardising the pillars and purpose.

Governance
We ensure that the Bank is well managed and that our mission and vision, underpinned by our commitments to colleagues, customers and community, create a sustainable organisation.

2025 at a glance

Customers & Economy

£560m

gross new lending in 2025 (+~50% YoY)

- **20% growth** in total loans to £1.5bn
- Customer deposits increased to **£1.63bn** (+~30%)
- Profit before tax of **£39.7m**
- Asset finance grew

45%

to £241m

- **13.9%** Return on Tangible Equity
- Continued investment in technology, people and partnerships
- Net Promoter Scores:
  - Savings **+55**
  - Lending **+22**
  - Broker AF **+16**
  - Broker Ref **+10**

People and our Communities

- Engagement participation: **94%** | Overall satisfaction:

~73%

- Training and development: **4,005 hours**
- Internal progression

30%

of roles filled internally

- Colleague match-funding participation
- Colleague volunteering

552

hours

Environment

- Decarbonisation strategy initiated and emissions re-baseline established
- Scope 1, 2 and 3 emissions measured and reported
- **54%** reduction in total printing volumes,
- Completed all our 2025 ESOS Action Plan goals
- Achieved the Green level accreditation with a score of

81%

with The Investors in the Environment, demonstrating our continual improvement, working towards a minimum

2%

efficiency improvement year-on year.

Governance

B Corp Impact Score:

92.8

achieved at certification in 2023.

- **0 data incidents** and customer-related risk events
- ESG oversight through Board and Executive-level committees
- **98%** attendance at Board meetings by Board members
- Frequency of Board Effectiveness Reviews: **Annually**
- Board ESG training / development hours: **5.75**
- Proportion of red level 1 KRIs:

<5%

A force for good

Our B Corp commitment

We achieved B Corp certification on 28 April 2023 with an overall B Impact Score of 92.8, exceeding sector and size benchmarks. This certification demonstrates that we operate with purpose and profit in mind, whilst considering the impact of every decision on our stakeholders. In 2025, we focused on embedding these principles more deeply into our everyday decision-making.

Through initiatives such as The B Side, which we founded in collaboration with Richard Garner (Mojo Promotions) and Kevin Dunn (Furnley House), we encourage and support collaboration between certified B Corps, aspiring B Corps and values-led businesses. The B Side allows members to share knowledge and drive collective action at a local level.

Our partnership with Sustainable X strengthened our ESG ambition, which provides quality assurance for this Impact Report and supports a robust, evidence-led approach to recertification.

B Lab has introduced updated global standards that raise expectations for measurable impact, governance and transparency, with a stronger emphasis on climate action, human rights, fair work and inclusion.

During 2026, we will prepare for recertification through a structured gap analysis with Sustainable X, whilst refining our climate strategy, data quality, and impact reporting.

> “I was halfway through this B Side event, hearing from amazing business leaders doing great things, when it really hit me what was different. There was a pretty equal gender split, people from different sectors and backgrounds, and everyone was listening to each other and joyously tuning in to what they said.”

Tobias Gould
Director of Business Innovation,
Community Enterprise Engine

Customers and impact

Overview

In 2025, we focused on delivering positive, measurable outcomes for customers and communities: removing barriers to finance, supporting sustainable growth and acting as a responsible, relationship-led partner to SMEs, charities, and specialist sectors.

Making access to finance simpler and faster

Title Insurance for eligible property investment loans up to 3.5m, significantly reducing drawdown times by enabling completion in as little as 8 days in select cases.
We introduced our fully digital Charity Savings Account application, simplifying onboarding for charities.

> CCB's approach is always responsive, collaborative & committed to achieving the best possible outcomes.

Belinda Roughton
Director,
Invoice Finance Solutions Limited

Expanding impact through partnerships

Cambridge & Counties Bank is a proud corporate partner of Charity Finance Group (CFG), working with charitable organisations across savings.

Through our partnership, we support a financially confident, dynamic and trustworthy charitable sector. As part of this, we're pleased to share helpful, charity-led resources developed by CFG, including their Get Bank Fit in 2026 guide - practical guidance designed to help charities reduce banking disruption and build strong banking foundations.

Lawson Financial

£3.5m

> From the outset, they gave clear guidance, stuck to their word, and provided a single point of contact who made the process seamless... completing the deal in just 21 days from application to drawdown.

Michelle Lawson
Director,
Lawson Financial

Responsible lending and real-world outcomes

In 2025 we lent £635,000 to the Growforward Project, a not-for-profit Community Interest Company (CIC) dedicated to transforming the Chelfham Mill School site into a community hub that promotes wellbeing and social engagement.

Building trust and earning recognition

We were recognised with the Fast Payer Award by Good Business Pays, reflecting our commitment to responsible business practices and support for SME supply chains. Our savings proposition was also named Best Business Fixed Account Provider at the Business Moneyfacts Awards, reinforcing strong customer outcomes and service quality.

Supporting female founders

Supporting female founders at Cambridge & Counties Bank, we want to help remove the barriers that female SME owners may face in accessing the support they need to take their businesses to the next level. To support female SME owners, we're created a proposition where Female Founders can come together to chat and learn about a range of topics, with dedicated female relationship managers with specialised support and expert partnerships.

Listening and learning from customers

Customer insight remained central to decision-making. Our annual Customer Experience Tracking Survey gathered feedback from more than 500 respondents across Savings, Real Estate Finance, Asset Finance and broker audiences. Targeted research informed proposition refreshes, clearer online journeys, a five-step lending process and a Property Finance Calculator. Our Executive Committee and Board reviews all insights, sharing their findings across the bank to drive action.

Customer Experience Tracking Survey gathered

500 respondents

> We're committed to listening and acting on feedback, to ensure we deliver to the needs of those we serve, so they succeed.

Sarah Barker
CCO,
Cambridge & Counties Bank

> It's refreshing to work with a lender that values relationships as much as we do.

Kevin Morgan
Managing Director,
Cornerstone Commercial Finance

> CCB remains a relationship-led bank, supporting new and existing customers with a wide range of products at whatever stage of their property journey.

Jayne Follows
Head of Real Estate Finance,
Cambridge & Counties Bank

Our people

Our people

Our colleagues are central to our success. In 2025 we invested in development, wellbeing and inclusion to build a supportive culture where people can thrive and build long-term careers.

Engagement & Satisfaction

Engagement survey participation:

94%

(2024: 80% engagement, 86% response rate)

Overall satisfaction:

~73%

(with thematic questions averaging ~70.7%)

Strengths: manager–colleague relationships, empowerment and clarity

Opportunities: leadership visibility and everyday values alignment

Developing Our People

Training completed:

4,005

hours across technical, leadership, behavioural and wellbeing topics (2024: 3,120 hours training)

Professional qualifications across Banking & Finance, Valuation Methodology and ESG

Internal mobility:

29.7%

29.7% of 64 vacancies filled internally (promotions, secondments, cross-functional moves) in 2024, 22% of our recruitment was filled with internal applicants.

Wellbeing & connection

Our Wellbeing Team is made up of 11 active volunteers, and it continues to grow its impact through creativity, collaboration and genuine care for colleagues. The team supports colleagues' mental, physical and social wellbeing through activities like digital and financial wellbeing webinars, creative painting activities, to mindfulness sessions like chair yoga. We also use stress-related absence data to facilitate early, supportive interventions.

Some of our 2025 highlights include Neurodiversity Celebration Week, where colleagues shared personal experiences and insights, and for International Women's Day senior leaders and colleagues came together to discuss equality and empowerment. We also held roundtable discussions on menopause, providing a supportive forum for learning and sharing experiences.

The Red Lions Walking Challenge was also a highlight, where our colleagues collectively completed 37 million steps, traveling 26,000km.

Early Careers:

We provide entry level routes into banking through apprenticeships, graduate rotations, internships and work experience opportunities for students across HR, 1st Line Risk, Credit Control, Legal and Finance.

> It gave me a great insight into the different functions within a bank… It's made me even more determined to pursue a career in Banking.

Samuel Beals
Year 13 (Work Experience)

Values in action

Our Commitments

As part of our commitment to inclusion and greater diversity in our industry, we joined the Women in Finance Charter in 2017. When we signed up to the Charter, we had 16% female representation in senior management, 25% female representation on our Executive Committee, and 11% female representation on our Board.

In 2025, we pledged to strengthen gender representation across key areas of our organisation. We committed to increasing the proportion of women in senior management (including the Board) to 40%, growing female participation in our apprentice, intern, and graduate programmes to 75%, and ensuring 50% female representation on our internal development programmes.

We're delighted to say we've achieved two of these three goals. Women now hold 40.6% of senior management roles, and we've achieved a balanced 50/50 gender split within our internal development programme, which has since evolved into the "Momentum" programme.

While we set an ambitious target of 75% female representation, our current position as of 2025 was at 50% female and 50% male. Although this falls short of our original commitment, we're proud to have achieved parity, and we'll continue to work on increasing female representation.

Ethical business practices

It's vital that our growth remains safe, sustainable and organic. To do that, we follow our key guiding principles:

- Responsible lending
- Customer-first approach
- Transparent product development

Women in senior management roles

40.6%

(2024: 44%)

Female representation in internal development programme

50%

(2024: 51%)

Women in our apprentice, intern and graduate programme

50%

(2024: 50%)

People metrics

We're proud to have open and honest conversations with our colleagues and ensure that they feel comfortable speaking to us. Whilst the number of conversations went up in 2025 versus 2024, we feel this represents a positive step, showing that our colleagues feel safe and encouraged to talk about their mental health.

Diversity, Equity & Inclusion (DEI)

Ethnic diversity:

24.5%

of colleagues identify as being from an ethnic background (2024: 25.2%)

Equity in practice

We align recruitment, development and progression with transparent pathways and data-led decisions, while addressing the underlying drivers of our gender pay gap (mean hourly gap 28.7% in Aug-2025 vs 24.8% in 2024).

Equity beyond our organisation:

Work experience, internships and partnerships (Soft Touch Arts, Warning Zone, Leicester Cares) help widen access to skills and opportunity in our communities.

Colleague Voice & Culture

We amplified colleague voice through CCB Sounds (our internal podcast), engagement forums, listening groups and pulse surveys.

The Compass continues to provide a clear and accessible reference point every month that helps colleagues understand how their contributions support both team and wider business success.

The Compass has encouraged greater consistency in how we collaborate, communicate, and celebrate each other.

Learning and awareness focused on neurodiversity, menopause and health-related inclusion.

eLearning

338 hours

Webinars

22.1 hours

Disability representation

2.78%

(up from 1.2% in 2024)

LGBTQ+ representation

4.81%

(2024: 4.5%)

Community and social impact

In 2024, our colleagues completed 276 hours of volunteering, and we aimed to build on this achievement in 2025. We're pleased to confirm that we exceeded this goal, with our colleagues contributing a total of 552 hours of volunteering. In 2026, we're aiming to better that number.

Established in 2022, the Social Forum continues to thrive as a colleague-led initiative that brings people together across Cambridge & Counties Bank. With nine active volunteers and wider colleague participation throughout the year, the Forum strengthens connection, inclusion and shared culture through colleague-designed activities.

Culture, Inclusion & Celebration: Languages Week; Diwali webinar (with DMU Hindu Society); CCB Tasting Event (short video). Community & Charity Activities: Macmillan Coffee Morning — the Great CCB Bake Off (15 entries £850+ raised); CCB Stomp Round Leicester for LOROS.

LOROS Hospice

We sponsored 'Harmony', an elephant designed by Charlotte Pepper, and colleagues volunteered at the trail shop. The trail drew over 490,000 visitors to Leicester city centre, raising awareness and supporting local businesses.

£60,000

donated to charity in 2025

The Great CCB Bake Off

£850

raised

"The Social Forum is extra special, in that all the events are for colleagues, built and organised by colleagues. From themed lunches to larger events like the Christmas party, these individuals give their time and energy to create something memorable for others – to great success."

Lloyd Dawkins, Colleague Experience Manager

The Trail drew over

490,000

visitors

"I had the opportunity to work with LOROS to help raise vital funds and awareness… It has been a busy but incredibly rewarding experience supporting LOROS and helping to champion such a fantastic local charity."

Liz Waddington, Charity Team member

Supporting local communities

We support our local communities through both donations and practical help through our time and energy, and our bank matches funds raised by our colleagues. Here are some of the charities we have supported in 2025, and some of our favourite moments:

Warning Zone

We're proud to have supported Warning Zone for many years. It's a Leicester based charity focused on teaching life-skills and safeguarding children, and we recently sponsored the Phishing Zone in their E-safety section which teaches children about staying safe when using the internet.

Loros Hospice

We sponsored Harmony the elephant as part of Loros Hospice's 'Stomp across Leicester' fundraiser. Our colleagues enjoyed an evening of elephant spotting across the City.

Falcon

We're proud to work alongside Falcon Services, a charity dedicated to helping vulnerable people transform their lives.

Soft Touch Arts

Our staff members regularly volunteer for Soft Touch Arts, one of Leicester's leading arts education charities, providing life changing projects for hundreds of young people every year.

Leicestershire and Rutland Community Foundation

We support a number of initiatives through the Leicestershire & Rutland Community Foundation who run grant-giving funds for local families, individuals and companies.

Leicester Education Business Company

A key part of our community support is working with Leicester Education Business Company. Employees, including our Executives, regularly take part in mock interviews to help people sharpen their skills and gain interview experience.

Community Partners

Soft Touch Arts: Our donation supported cafe-based employability skills (food hygiene, barista, customer service) and a Christmas market where 20+ young entrepreneurs sold products and received marketing/customer-service training.

The Warning Zone: supports over 11,500 Year 6 pupils annually, helping children learn how to stay safe on and offline. We sponsor the Phishing Zone within the E-safety section.

The Warning Zone supports

11,500

Year 6 pupils annually

> Their funding provides a crucial role in strengthening our corporate income... Beyond financial support, colleagues regularly take part in our fund-raising activities showing genuine commitment and partnership.

Richard Grudgings, Fundraising & Marketing Manager, The Warning Zone

Falcon Support Services: We supported Falcon through volunteering and a Christmas collection (shoebox gifts, blankets, sleeping bags), plus a £1,000 contribution to the Christmas campaign (towards a £20,000 target).

"Falcon support services do so much with their local community... it's clear how their support has impacted people who now return as volunteers."

Claire Hollingsworth,
Charity Team member

> On behalf of FSS, thank you so much for all the donations & support you have provided to us this year. We are so grateful for your generosity and kindness.

Hollie Walker, Falcon Support Services

Environment

Environment

We're proud of our commitment to making a positive impact on the environment. As a B Corp, we have a responsibility to sustainability, and we'll always aim to be as transparent as possible with our performance.

This chapter outlines our environmental impact, including emissions, energy use, waste, water and financed emissions. You'll see our commitment to transparency, continuous improvement and responsible operations throughout this section, and it's all guided by our sustainability ethos.

GHG **Scope 1** emissions:

$29.8\ tCO_2e$

GHG **Scope 2** emissions:

$20.8\ tCO_2e$

GHG **Scope 3** emissions:

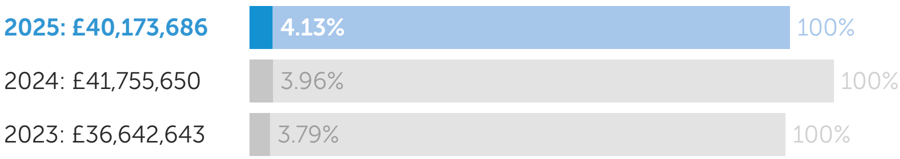
$72.7k\ tCO_2e$

Regional Offices that only use **renewable** electricity:

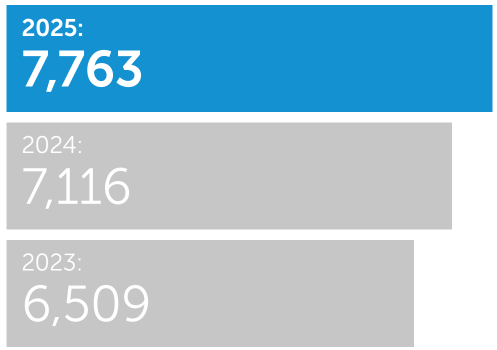
2

Value and proportion of loans with an EPC grade E or better:

Value and proportion of loans with a flood risk score of 5:



Number of property units with an EPC grade E or better:



Key Metrics

Across the three scopes of greenhouse gas (GHG) emissions, our performance looks a lot higher, but there's a reason for it. We've increased the scope of the data that we analyse, which means we're able to highlight more areas of strong performance, and areas where there's opportunity to improve.

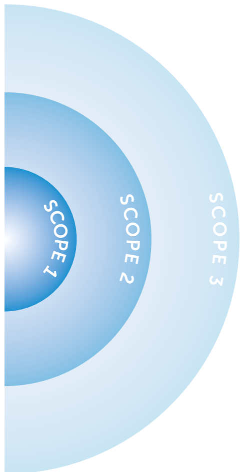
In 2025, we achieved £972,262,554 of loans with an EPC grade of E or better, an increase of more than £160m on our 2024 total of £811,990,707. The proportion of loans with these EPC scores increased from 96.4% to 97.1%.

The value of loans with a flood risk score of 5 is £40,173,686 – a decrease of more than £1.5m from 2024's total of £41,755,650. The proportion of loans with this score is up from 3.96% in 2024 to 4.13% in 2025.

The number of property units with an EPC grade of E or better increased from 7,116 in 2024 to 7,763 in 2025. This strong performance extends beyond loans and property units: we're working hard to lower the environmental impact of our offices, and two of our Regional Offices are powered entirely by renewable electricity.

Measuring Our Environmental Impact

Throughout 2025, we've been measuring and reporting our greenhouse gas emissions across scopes 1, 2, and 3, supported by the Greenly Carbon Report. We made real progress on our decarbonisation plan: we brought teams together from across the bank to discuss opportunities to reduce our emissions across our business activities. This cross-functional workshop was a big success, and it was hugely encouraging to see so many ideas come to light.



Scope 1

Direct emissions from sources owned or controlled by the Bank (heating and company vehicles)

Scope 2

Indirect emissions from purchased electricity

Scope 3

All other indirect emissions across the value chain, including business travel, supply chain and financed emissions

Our GHG Journey

In 2025, we transitioned from our previous platform to Greenly, enabling us to measure our emissions in greater detail than in previous years. Now, we can analyse key elements of our carbon footprint more comprehensively, improving the transparency of our Scope 1, 2 and 3 emissions. This includes everything from our electricity usage to our Real Estate finance and Asset Finance loans, which we were previously unable to report on.

Our Financed Emissions

What are financed emissions?

'Financed emissions' are the greenhouse gas emissions generated by the activities and projects that we finance. The level of these emissions is crucial in assessing our impact on the environment, because they're linked to the loans, investments, and projects that we support.

2025 is the first year we have collected our financed emissions and as we are a signatory with the PCAF (Partnership for Carbon Accounting Financials), we've estimated our property lending and vehicle finance data according to their methodology.

The PCAF Quality Score is a 1-to-5 metric used by financial institutions to measure the accuracy, reliability, and transparency of their financed greenhouse gas (GHG) emissions. A score of 1 is the highest quality (verified data), while 5 is the lowest (estimated data). Our data currently sits in the lowest section. We will continue to build on this and refine our data going forwards.

In 2025, our quality scores were average to low on the PCAF scale. We scored 4.55 out of 5 for Motor Vehicle Loans, 4 out of 5 for Mortgages and 4 out of 5 for Commercial Real Estate.

The data was mostly derived from estimated building energy consumption, calculated either on a floor-area basis or a per-building basis.

For the floor-area approach, energy consumption was estimated per unit of floor area using building type and location-specific statistical benchmarks, combined with available floor area data. Emissions were then calculated by applying average emission factors relevant to each energy source.

Alternatively, for the building-count approach, energy consumption was estimated per building based on building type and location-specific statistical data, using available building counts. Emissions were subsequently calculated using these energy estimates and average emission factors for each respective energy source.

Financed Emissions as at 31 December 2025	Financed Emissions (tCO_2e)	Data Quality Score
Property-related Lending		
Commercial Real Estate	49,809.7 (tCO_2e)	4
Mortgages	7,589.4 (tCO_2e)	4
Total Property-related Lending	57,399.1	
Asset finance		
Motor Vehicle Loans	13,997.1 (tCO_2e)	4.55
Total Asset Finance	13,997.1	
Total Financed Emissions	71,396.2	

Portfolio Coverage Ratio

Commercial real estate accounts for approximately 68% of total emissions - the largest share of our calculated financed emissions portfolio. The next biggest share is taken up by vehicle loans (19%), and residential mortgages (10%). The remaining 3% comes from other activities such as building utilities and ancillary exposures.

Asset Class	Share of total financing volume
Commercial Real Estate	68%
Mortgages	10%
Vehicles Loans	19%
Other	3%

Exclusion of Data

Within the asset finance portfolio, certain asset classes were excluded from the emissions calculations based on materiality and relevance to greenhouse gas (GHG) emissions.

SME immoveable plant and equipment were excluded because these assets aren't directly associated with operational energy consumption or combustion processes. This means they're not considered to generate measurable CO_2 emissions within the scope of this analysis.

Classic, veteran, and vintage (CVS) vehicles exposures were also excluded. These assets are typically held as investment items rather than for regular transport use, so their on-road mileage is limited, and their emissions are negligible compared to standard vehicles.

We used these exclusions to ensure that our financed emissions calculations were accurate and representative of our postion. We'll continue to refine our data moving forward to ensure our emissions are reflected as accurately as possible.

Our Emissions

In the table overleaf, you'll see our energy consumption and the greenhouse gas (GHG) emissions from January 1st 2025 to December 31st 2025.

2025 was a milestone year for our data coverage. For the first time, we were able to collect our emissions data for asset finance activities, we developed a greater understanding of our digital footprint, and carried out a deeper assessment of our cloud-related emissions. With these tools at our disposal, we've built a more complete picture of our operational and financed impact.

In 2025, we emitted 72,742 tonnes of CO_2, which looks like a large increase on paper. However, the reason for this increase is that we've improved our ability to measure and take responsibility for those emissions. We've also increased the scope of emissions we report on, which highlights our greatest impacts and best opportunities for change. In 2024, our CO_2 emissions amounted to 107.79 tonnes, but this number only covered electricity generation, regional office emissions, home working, water usage, and waste.

Now, we can break down our emissions and highlight the assets or suppliers within our portfolio that contribute the highest emissions. With this information, we can identify opportunities to work together with our stakeholders to explore practical measures for collectively improving our environmental impact.

Due to our transition to Greenly, selected data from previous years is no longer comparable, so we've excluded that from the table below. Our 2025 dataset is more comprehensive, including a detailed breakdown of categories that we couldn't previously measure, like financed emissions.

Our understanding of the scale of our emissions has improved, and we know that we need to rebase our data around this improved understanding. From next year, our year-on-year comparisons will return.

Although we have made improvements around reporting our GHG data, we are still aiming to improve and refine our data year-on-year.

2025 emissions:

72,742 tCO_2e

2024 emissions:

107.79 tCO_2e

Road to Decarbonisation

Looking ahead, our focus is on expanding the volume and depth of our reporting, improving data quality, and strengthening the methodologies we use. This enhanced insight will directly support the development and delivery of our wider decarbonisation strategy, enabling us to target key areas and measure progress more effectively.

Emissions Report	2025 tCO_2e
Scope 1 emissions	
Generation of electricity, heat or steam	3.1
Transportation of materials, products, waste, and employees	20.1
Fugitive emissions	6.7
Total Scope 1 emissions	**29.8**
Scope 2 emissions	
Electricity related indirect emissions	20.8
Total Scope 2 emissions	**20.8**
Upstream Scope 3 emissions	
Purchased goods and services	976.2
Capital goods	101.3
Fuel- and energy- related activities not included in Scope 1 or Scope 2	14.6
Upstream transportation and distribution	1.9
Waste generated in operations	39.2
Business travel	68.8
Employee commuting	93.1
Upstream leased assets	0.5
Downstream Scope 3 emissions	
Investments	71396.5
Total Scope 3 emissions	**72.692k**
Total emissions as tonnes of CO_2e	72.743k
Total emissions per employee (tCO_2e/employee)	294.5
Tonnes of CO_2e per £m (emissions per revenue tCO_2e/M)	559.6

Energy consumed	Gas Scope 1	16,995.54
	Transport (scope 1)	94,060.09
	Electricity (scope 2)	134,490.87
	Transportation (scope 3)	269,503.40
Total Energy Consumption Scope 1 and 2 (kWh)		**515,049.90**
Carbon Offsetting		
Verified carbon offsets		140

	Scope 1	Scope 2	Scope 3
Absolute tCO_2e	29.8	20.8	72.7k
Employee tCO_2e/employee	0.1	<0.1	294.5
Revenue tCO_2e/M£	0.2	0.2	559.6

* For measuring Cambridge & Counties bank emissions, Greenly used the GHG Protocol Corporate Accounting and Reporting Standard, and the UK Government GHG Conversion Factors for Company Reporting (2025) to retrieve energy figures in kWh when relevant as requested by the UK Environmental Reporting Guidelines.

Energy Efficiency in Action

To support emission reductions across our buildings, we have been moving forward with the actions outlined in our ESOS Action Plan, focusing on improving our efficiency and reducing our environmental impact.

In the period covered by the report, we've implemented and committed to a range of measures under its ESOS Action Plan to reduce energy consumption and improve energy efficiency across building operations and transport activities.

In 2025, we installed solar film on south-facing windows at Charnwood Court, we introduced a new staff travel policy, and we enhanced our expenses system to help us better capture vehicle fuel data. Each of these measures was installed on time, except for the solar film: that was installed an entire year ahead of schedule.

We're aiming to deliver more measures in 2026, and once we've fully implemented the actions of the ESOS Action Plan, we estimate savings of 152,127 kWh of energy annually. These are the key recommendations from our latest ESOS assessment, but we're not just delivering technical energy efficiency improvements; we're implementing behavioural changes to significantly reduce energy usage across our office operations and business travel.

Go Green Team

Our Green team are five fantastic volunteers whose passion for sustainability helps to drive our efforts forward. They support the bank with monitoring and reporting our greenhouse gas emissions, and this played a big role helping us achieve our 2025 Investors in the Environment Green Accreditation.

The Green Team engages with colleagues to help reduce, reuse, and recycle materials, lowering both individual and organisational carbon footprints. They've also worked with our Charity Team to maintain the courtyard space outside our neighbours Soft Touch Arts, making the local area cleaner, more attractive and more welcoming for our community.

Lowther Estate Habitat Restoration Project

For a second consecutive year, we have supported the Lowther Estate in delivering a large-scale habitat restoration initiative. The project centres on transitioning from intensive sheep farming to nature-led land management, enabling the recovery of species-rich grassland and wood pasture.

By reintroducing low-intensity grazing, the estate is enhancing carbon sequestration, biodiversity, and landscape connectivity. The estate is also reversing historic peat drainage and reducing intensive livestock practices, allowing upland habitats to recover and deliver a broad range of ecosystem services.

The long-term goal is to restore natural processes and maximise ecosystem service provision, including sustainable forestry, wildlife recovery, and natural flood management.

This UKCCC-certified project was used to offset 140 tCO_2, whilst also contributing to three United Nations Sustainable Development Goals.

Governance

Governance

Strong governance underpins responsible, sustainable banking. It ensures that our decisions remain aligned to our purpose, that we act with integrity and that we always consider our impact on customers, colleagues, communities and the environment.

Key Governance Metrics

Financial, cyber and data security remain fundamental to the Bank. These areas continue to be a key priority and are supported by ongoing investment.

We define data loss incidents as the loss of data that is owned and controlled by the Bank. This includes risk events relating to data protection and GDPR requirements, such as data retention issues or incidents involving customer information held by the Bank.

We are pleased to report that this year, there were no reportable data loss incidents and no risk events related to data protection, including data retention or customer information management.

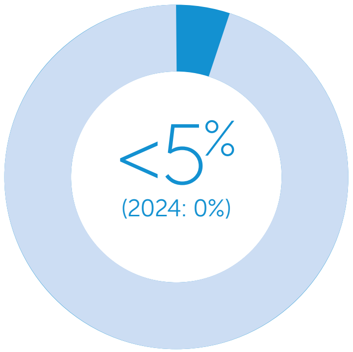
In 2025, CCB reported no incidents of non-compliance with anti-bribery and corruption standards. This data will continue to be reviewed on an annual basis.

Number of data loss incidents (number of account holders affected)

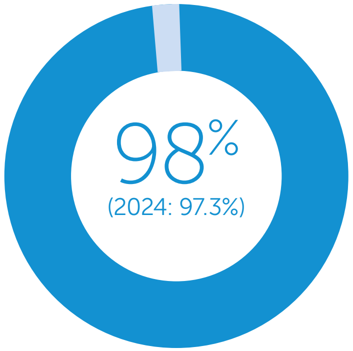
2025:
0

2024:
0

Proportion of red Key Risk Indicators (KRIs)



Attendance at Board meetings by Board members



Average and range of Board tenure (years)

2025:
4.02

2024:
3.2

Number of risk events related to data retention or customer information

2025:
0

2024:
0

Frequency of Board Effectiveness Reviews

Board Effectiveness Reviews are conducted annually.

Number of times full financial performance is disclosed to employees

2025:
4

2024:
4*

Board ESG training and development hours (per member)

2025:
5.75

2024:
0.6

Governance

Governance aligned to purpose

As a certified B Corp, we have a legal commitment to consider the interests of all stakeholders. This commitment shapes how our Board and committees oversee strategy, culture, risk and performance, ensuring that our approach to value creation balances financial performance with fairness, transparency, inclusion and sustainability.

Board oversight

Our Board brings together independent and shareholder-appointed Non-Executive Directors alongside Executive Directors with deep knowledge of our business and markets. The Board oversees strategy and financial performance, risk appetite and operational resilience, culture and conduct, stakeholder commitments (including B Corp obligations) and integration of environmental, social and governance considerations.

Committee structure & accountability

Board Committees:

- Nominations & Governance – composition, succession, standards, policy oversight
- Audit – financial reporting, internal controls, external audit and assurance
- Risk & Compliance – oversight of credit, operational, conduct, data, cyber and regulatory risks
- Performance & Remuneration – remuneration, culture and alignment of reward with long-term strategy

Executive-level Committees:

- Executive Committee and sub-committees (Customer & Product, Credit, Business Change, Asset & Liability, ESG, Risk Management) ensuring day-to-day integration of strategy, risk management, conduct and sustainability.

Embedding sustainability into governance

The ESG Committee is a formal Executive Committee that reports into the Board and sub-committees. Its remit includes: overseeing the ESG Framework, materiality assessment, action plans and metrics; monitoring B Corp accreditation and preparation for 2027 recertification; overseeing GHG reporting and decarbonisation progress; reviewing ESG-related risks and opportunities; ensuring products and propositions meet responsible and ethical standards; and embedding sustainability into business planning and decision-making.

Ethical leadership, transparency and mission lock

- Clear ethical standards and conduct expectations across the Bank
- Supplier and third-party due diligence promoting integrity, responsibility and transparency
- Annual updates to our Modern Slavery Statement
- Regular review of product governance to avoid greenwashing and ensure transparent communication
- Strengthened data stewardship and privacy controls with investment in systems and processes to improve data quality, security and resilience

Risk Governance: Managing present and future risks

- Three Lines of Defence model
- Board-approved risk appetite integrating ESG, conduct, operational and climate-related risks
- Robust credit and underwriting governance (EPC-linked risks, flood exposure, early-warning indicators)
- Improvements in data governance, cyber resilience, operational risk frameworks and scenario planning
- Regular internal audits and external assurance
- Transparent monitoring and escalation via the Risk & Compliance Committee and Executive-level committees

Climate & financed emissions governance

- Ongoing measurement of Scope 1, 2 and 3 emissions, including financed emissions
- Engagement with PCAF methodologies to improve consistency and accuracy
- Decarbonisation plan informed by external experts
- Improvements in data quality and granularity for environmental and climate-related risk assessment

We are reviewing the most effective and appropriate way to disclose financed emissions, balancing transparency with data quality, methodological maturity and stakeholder expectations.

Improving Our Governance: Progress & Future Focus

- Enhanced cadence and effectiveness of committee meetings
- Improved clarity and consistency of Board and Committee papers
- Strengthened delegation of authority and decision-making pathways
- More explicit ESG considerations in strategic discussions
- Clearer management information (MI) for analysis, challenge and oversight
- Skills, succession planning and Board composition reviewed against strategic needs

We began assessing implications of the UK Corporate Governance Code 2024 (internal controls, stakeholder governance, transparency) and will embed relevant principles proportionately to our size and regulatory environment.

Awards and accreditations

Awards and Accreditations

Throughout our history, we've reached amazing milestones, won awards and been accredited for our excellent work and commitment to not only our customers but also our employees, the community and the environment.

NACFB

We are members of the National Association of Commercial Finance Brokers (NACFB), the UK's largest independent trade body for commercial finance brokers.

Fast Payer Award

The Bank is committed to treating businesses fairly and helping them grow through the prompt payment of invoices. 97% of suppliers were paid within 30 days for the year ended 31 December 2025 (2024: 97%).

B Corp

B Corp is a collective of companies dedicated to making a positive impact on the world and using business as a force for good.

Green Investors

We are accredited by Investors in the Environment (iiE), a not-for-profit accreditation scheme which supports businesses in improving environmental performance.

Disability Confident employer

We're proud to be a Disability Confident employer, which is one of three tiers of the UK Government's Disability Confident scheme, designed to encourage businesses to be more inclusive.

PCAF

We're a signatory of PCAF, which is a global initiative which aims to strengthen the global adoption of GHG emissions accounting in the financial industry.

MoneyFacts awards Best Business Fixed Account Provider

We're proud to have won this award, which recognises our commitment to our customers.

Women in Finance

In 2025, we renewed our commitment to the charter. The percentage of women across leadership roles at the bank is now 40%, and we're continuing to build on that.

WorkL

According to WorkL's 'Happy at Work Test', we have achieved a 'Workplace Happiness Score' of 72% – leading to our 2nd consecutive Level 3 Employee Experience award.

GHG reporting

Our Green House Gas reporting is verified by Greenly, who are certified by ADEME (French Environment and Energy Management Agency), GreenHouse Gas Protocol (global equivalent), and CDP (Carbon Disclosure Project).

Our roadmap for impact

Customers & Economy:

In 2026, we intend to:

- Continue to support SME Lending
- Work behind the scenes to improve our website and digital experience
- Use research-led design insights to update our brand and proposition
- Increase digital accessibility
- Invest in our customer experience with Trustpilot and automated communication journeys

People and Our Communities:

In 2026, we intend to:

- Donate £75,000 to charity
- Encourage our employees to use their two volunteering days
- Create a formal Justice, Equity, Diversity and Inclusion Action Plan in line with B Lab expectations
- Continue to match funds raised by our colleagues

Environment:

In 2026, we intend to:

- Publish a climate action plan on our webpage in line with B Lab expectations
- Complete our ESOS Action Plan actions
- Research our environmental impacts related to our most material procurement decisions
- Maintain our Investors in the Environment Accreditation
- Complete an on site visit to the Lowther Estate

Governance:

In 2026, we intend to:

- Prepare for our B Corporation re-accreditation in 2027
- Aim to make a human rights commitment aligned to recognised international standards
- Provide further human rights-related training opportunities to our Procurement function
- Aim to continue to collaborate with other B Corps and good local businesses through the B Side to advance social and environmental impacts to better our local community

Climate strategy

Engage with our largest suppliers to identify ways to work together on reducing emissions

Promote carpooling to our colleagues

Extend the life of our IT equipment

Reduce our marketing emissions

Promote low-carbon commuting to our colleagues

Decarbonise our aims to start decarbonising our loan portfolio

Reduce our cloud emissions

Cambridge & Counties Bank

Built on understanding

www.ccbank.co.uk

CCB0520626