

A full-page background image showing two hikers from behind, walking up a grassy hill towards a mountain range under a warm, golden sky. The hikers are wearing backpacks and outdoor gear.

2025

S O C I A L I M P A C T

Full Report

Contents

There was a lot of social impact across Norse Group this year! Please use the contents page to navigate to your specific areas of interest

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INTRODUCTION

Foreword

Norse Group's impact goes beyond the work we deliver. We care deeply about our employees, the communities we serve, and the lasting impact of our work.

Social value helps us understand and improve that impact - measuring how our operations benefit clients, partnerships, employees, communities, and the areas where we work. This report highlights the social value created over the past year, alongside the stories that reflect the positive difference our people are proud to make every day.



About Norse Group

Founded by Norfolk County Council in 1988, Norse Group has grown into the UK's leading local authority trading company. We employ around 8,000 people and work in partnership with councils nationwide.

Our purpose is clear:

To improve people's lives while generating a sustainable, ethical return for the public sector.

We deliver a broad portfolio of services across multiple counties, with most activity executed through our joint ventures with local authorities.

This joint venture partnership model gives councils greater control and flexibility, helping ensure services are tailored, responsive, and community focused while benefitting from the scale and expertise of the wider Group.



Discover more about our joint venture partnerships and services by visiting our website norsegroup.co.uk





Our values

Our values guide every interaction and decision across the organisation. They shape our culture and inform the positive impact we strive to deliver.

We care completely



We are real people who look after each other. We champion diversity, offer a helping hand to those who need it, and build trusted partnerships through empathy.

We collaborate proactively



We create environments where ideas and knowledge are shared and voices are heard. We spot opportunities and solve problems before they occur.

We act with integrity



Even in challenging circumstances, we do what we believe is right for our communities, people, and partners.

We pursue better



We all are empowered to find solutions that benefit our customers, communities and colleagues – using initiative and ingenuity to create a better way.

We make it happen



We act with expertise, specialism and pragmatism every step of the way.
We get the job done.



Measuring Our Impact

With a wide range of business models, services, and locations, capturing Norse Group's full social value impact is complex.

Social value itself is also difficult to quantify, as people experience support differently, communities evolve, and multiple partners often contribute to shared outcomes.

For this report, we focus on data and real stories from our work with councils, charities, and community organisations. These case studies demonstrate the breadth and depth of our impact across the UK.

Social value typically includes best practice for internal activities, such as job creation, local spend, equitable hiring practices, supporting employee needs, training etc. Social value also covers additional external activities, such as donations to charity, volunteering and support for local communities.

Monetary donations and volunteering are often measured in pounds spent or hours contributed. For these to count as Norse's social value, they must come directly from Norse as a business.

Fundraising done in employees' personal time or from their own pockets is not included in Norse's social impact. However, such fundraising remains a valued and important part of Norse's culture. Our employees put tremendous effort into organising events, taking pride in the generosity of their teams and the difference their volunteering makes in local communities.

Throughout this report, we celebrate these fundraising achievements to showcase the incredible drive and dedication our people bring to supporting their communities, and to recognise the care and commitment shown across the UK. We believe it is important to highlight these contributions in a report on our social value. However, Norse is careful to ensure only Norse donations will be included where relevant in other documents – i.e. during bidding processes.

As our approach continues to mature, we aim to strengthen our evidence base in future years, enabling more consistent measurement and supporting informed leadership decisions.



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NORSE IN NUMBERS

At Norse Group, partnership working lies at the heart of our delivery model. Through collaborative work with councils nationwide, we focus on people-first services that benefit local communities and create long-term value.

This section gives highlights from the full report.

IN 2025:



2,082,262
school meals served



101 MENTAL HEALTH
first aiders trained



7TH CONSECUTIVE YEAR
of Group-wide litter picking



£802,787
spent on
apprenticeships



OVER £84,500
fundraised (including
within our amenity fund)



1,332 TONNES
of waste prevented through
reduction programmes



OVER £92,000
donated to charitable
partners



GOLD AWARD
in the Defence employer
recognition scheme



81 COMMUNITY
and charitable events
delivered



40,217
training and e-learning
activities completed



£73,482.91
of social value generated
for Norfolk communities
through the Nourishing
Norfolk food hub network



8% REDUCTION
in net emissions (2024–25).
That is 1,098 tCO₂e — equivalent
to the electricity use of 1,582
UK homes for a year!

NORSE IN NUMBERS

ACROSS ALL PARTNERSHIP AREAS, WE:



Prioritise the health and wellbeing of employees, supported by **accredited mental health first aiders**, access to Health Assured (a 24/7 Employee Assistance Programme), and our internal wellbeing programme, offering guidance and resources.



Promote **professional growth** through structured training pathways, apprenticeships, and development plans.



Operate community recycling schemes, including reuse shops and a walking-aid refurbishment programme that **saved the NHS £14,187**.



Work towards our 2050 net-zero target. In October 2024, **we switched to a renewable electricity supplier**, and we have been producing carbon reports for local council areas.



Provide employees with **eight paid** volunteering hours annually.



Return **100% of profits** to the public purse.

While these figures reflect significant achievements, they also highlight opportunities for continued improvement, such as broadening consistent data collection across all joint venture partnerships

Accreditations

It has been a year of wins, demonstrating Norse's person lead approach to meaningful work delivery.





Community Impact and Charitable Partnerships

Norse Group aims to create meaningful, long-lasting partnerships with charitable partners and communities, rather than just one-off charity events. Through collaboration, we can better understand how to support communities in the ways they need it most, using our operational expertise to enable charities to focus on what they do best: helping people.

Norfolk Community Foundation – Nourishing Norfolk Partnership

We are proud to have a long-standing partnership with Norfolk Community Foundation.

Together, we launched “Good for Good” which links businesses and charities across Norfolk to boost social impact. We have also supported the Nourishing Norfolk distribution network since its start. Nourishing Norfolk supports communities through a **network of 26 food hubs**, offering access to affordable, nutritious food while bringing people together.

Norse contributes:

- A warehouse facility.
- Expert business advice. Logistics and delivery for weekly distribution of staple products.

Reliable food supply is critical for Nourishing Norfolk food hubs, and Norse’s support ensures the shelves of every hub are stocked reliably with what communities need. N-able, a specialist Norse company, distributes these food parcels across Norfolk to the hubs.

In the last financial year, n-able made almost 1,000 journeys free of charge. That’s the equivalent of almost three deliveries a day, every single day of the year.

Since the partnership began, Norse has saved the network £120,000 in operational costs. **As a result of Nourishing Norfolk’s work:**

- 40,000+ individuals in Norfolk have been able to access food and essentials.
- Norfolk households saved a combined £1.5 million – an average of 50% on their weekly shops.
- The community connections have driven meaningful, lasting change for those in need in Norfolk.

Find out more:

- [Nourishing Norfolk | Norfolk Community Foundation](#)
- [Good for Good | Norfolk Community Foundation](#)
- [Social Value Report](#)



Map of food hubs to which Nourishing Norfolk network distribute

FarmWise

FarmWise is a collaborative project between the Devon County Agricultural Association and Devon County Council.

FarmWise connects primary school children with farming and teaches them how food is produced. FarmWise lets children literally dig into the farming world, bridging the gap between Countryside and kitchen and helping children connect the dots between food and its roots. Smelling hay, feeling soil, meeting animals...

all FarmWise activities are a sensory adventure that brings learning to life.

The events are all co-ordinated by the FarmWise Events Manager Bev Brown, a South West Norse employee, and link to the work of South West Norse: from our catering in schools to our management of 65 fully equipped residential dairy and mixed livestock farms that make up the Devon County Farms Estate of 3,873 hectares.



FarmWise events fall into three categories:

- The flagship FarmWise event at Westpoint runs in October and up to 50 school groups can attend, with more than 1,500 children taking part. The event consists of 12 zones, each having different activities and learning opportunities for the children.

12 zones

- Dairy • Food • Beef • Environment • Sheep • Arable
- Poultry • Fruit • Pigs • Vegetable • Wildlife • Forestry

- FarmWise host stands and deliver a range of interactive activities at the Devon County Agricultural Association event, which attracts around 100,000 visitors every year.
- The FarmWise outreach van visits schools to deliver shows across Devon, specifically focusing on communities who are too far away to attend the events.

 **Learn more here: [Farmwise Devon](#)**

Work Matters

2025 marks the 16th year that Norse has hosted placements for the Work Matters programme (formerly Project Search), supporting young people with additional needs to build confidence, develop workplace skills and take meaningful steps towards paid employment.

The programme offers three three month supported internships, delivered in partnership with City College Norwich and a host employer. Norse also hosts the programme's on-site office, ensuring a close and supportive relationship with those who are enrolled in the scheme.

In the 2024/25 academic year, Norse ran three placements (Grounds, Interpret, and n-able) for a cohort of eight students.

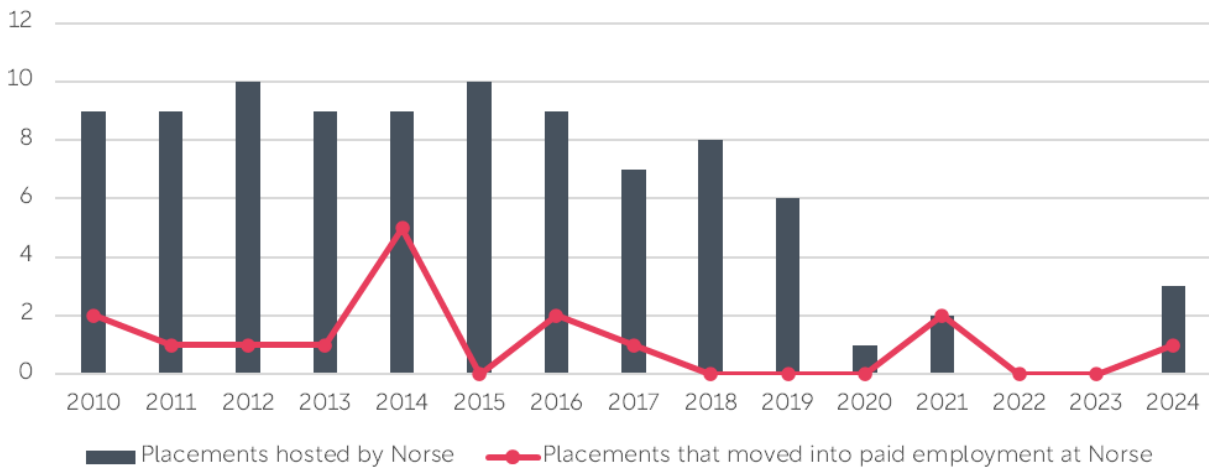
Of the eight interns, five moved into paid employment and two progressed to college. We are delighted that one student even progressed into paid employment within the Norse cleaning team.

The impact of this programme extends beyond skills. Interns gain independence, confidence, routine, and social belonging, while Norse teams benefit from enthusiastic, motivated workers who enrich workplace culture.

Since 2009:

- 20 interns have progressed into Norse employment.
- Seven remain in post, contributing a combined 57 years of service!

Work Matters placements and hiring



Note: Placements dropped off due to COVID. Placement levels are returning, but at a slow rate.

HMP Wayland and HMP Norwich

– Ex Offenders Employment Scheme

Employment is key for people transitioning out of prison: research shows it significantly reduces reoffending and lowers the risk of mental health challenges by 40%.

Norse contributes actively by:

- Delivering the Highways Academy employability programme in partner prisons. This provides inmates with vocational skills and training for employment in the highways and construction sectors. Established in 2019, the programme helps with reintegration into the workplace, and offers Release on Temporary Licence (ROTL) training.

- Attending prison and resettlement boards.
- Engaging with Gateway Employment for community-sentence placements.
- Providing fortnightly vacancy updates to probation services.
- Hosting employment advice sessions, mock interviews, and CV workshops.
- Creating accessible guidance materials.

We are proud to announce we have gained 4 fantastic employees through our ex-offender scheme and have just appointed 5 new recruits. We have 2 who are leaving in 2026, and we wish them the best of luck going forward!



Thank you for this course – will be really beneficial upon release

Feedback after Highways Academy

Future Horizons

Each month around 120 individuals are released from HMP Norwich into Norfolk and Suffolk.

Norse Group and TRO partnered with HMP Norwich to launch a unique platform that easily allows local employers to diversify their talent pool and provide a benefit to our community.

The programme aims to tackle both labour shortages and high reoffending rates by offering meaningful employment to those leaving prison. People leaving prison often have the skills, drive, and reliability to make a positive impact in the workplace.

Currently, **70% of employers** say they would consider hiring an ex-offender, but **only 17%** actually do. Future Horizons connects local employers in Norfolk and Suffolk with these job-ready individuals, offering practical support to help employers recruit ex-offenders confidently and responsibly.

We work with men to prepare them for employment, ensuring they're ready to step into a role and contribute from day one.

If you're an employer in Norfolk or Suffolk, visit Future Horizons – Pathway to employment.

The programme aims to tackle both labour shortages and high reoffending rates

 **FutureHorizons**
Pathway to employment



Inspiring future generations

Our employees are passionate about supporting future generations, challenging stereotypes, and promoting safety, wellbeing, and career aspiration.

Many of our business areas support school engagement activities tailored to its their expertise, **including:**

- Road safety demonstrations with HGVs, led by our Highways teams.
- International Women's Day events delivered by NPS Leeds.
- Healthy eating and budgeting workshops through our catering teams.

- Careers talks across a range of sectors.

These activities aim to inspire young people, broaden perceptions, and contribute to safer, healthier communities.



Community Sports Foundation

Norse Group works closely with the Community Sports Foundation, the official charity of Norwich City Football Club.

The Community Sports Foundation supports disadvantaged, disabled, and talented individuals across Norfolk through inclusive and impactful sports programmes.

Sport plays a vital role in tackling loneliness, supporting mental wellbeing, and increasing inclusion, especially in Norfolk where disability and school exclusion rates remain above national averages.*

Source: Community Sports Foundation website.

Key initiatives we support include:

Onside

A 12-week one-to-one programme supporting vulnerable young people at risk of exclusion or crime. **In 2025:** 94 young people participated.

- 92% completed the programme.
- 94% showed progress in areas including health, wellbeing, communication, behaviour, and aspirations.





Active Canaries

A health and nutrition programme delivered by our catering team and Norwich City Football Club's chef and nutritionist. Active Canaries helps young people learn about healthy lifestyles and the benefits for body and mind.

Run Norwich

Norse are the strategic partners of Run Norwich — a major 10k race that attracts thousands of runners and spectators and raises significant funds for community projects. **This year 20 Norse employees ran and 8 volunteered.**



Armed Forces Covenant

Norse Group has been awarded the prestigious Gold Award in the UK Ministry of Defence Employer Recognition Scheme, marking the highest level of recognition for our commitment to the Armed Forces Covenant.

This milestone reflects the meaningful steps we've taken supporting veterans, reservists, service leavers, cadet

instructors, and military families to thrive within our Norse community, building off our Silver Award in 2023. Achieving Gold means demonstrating not just intent, but consistent action. From shaping recruitment processes to ensuring reservists can fulfil their duties, we've worked hard to create a workplace where every member of the Armed Forces community feels valued and supported.



Receiving the Gold Award is an incredible achievement and a testament to the effort we've put in to ensure the Armed Forces community feels valued and supported within our organisation. It recognises the real opportunities and pathways we've put in place to help individuals transition into new careers, while celebrating the unique skills and qualities they bring.

Roger Smith, Group SHEQ Director and
Warrant Officer Class 1 in the British Army



Fundraising & charitable culture

Norse employees show extraordinary commitment to charitable action.

This year:

- As part of the Public Sector Challenge, 42 colleagues collectively walked 1,348km across multiple summits in the Peak District, **raising an impressive £6,842** in support of Cancer Research UK and the British Heart Foundation.

- Through the dedication of care home teams in raising awareness and funds—supported by the generosity of families, friends, and local communities—an **outstanding £77,386.20 has been raised** for Amenity Funds.
- Norse continues to offer a £30,000 Community Fund, enabling employees to apply for contributions toward local projects. **In 2025, £9,320 was awarded.** We aim to increase this next year.

These achievements reflect the generosity, dedication, and community spirit that define our workforce.





Council joint ventures and Norse sectors

With partnerships across the UK, Norse Group is able to deliver social value at scale. Our teams not only provide essential services but also contribute to community resilience, skills development, local economies, and environmental improvement. The following case studies highlight how we implement social values across different regions and service areas.

Catering: healthy, locally sourced school meals

In 2025, our catering team served **2,082,262 meals!**

Norse have catering teams across the UK in Norfolk, Devon (South West Norse) and Medway.

Food for life

Our Norfolk team achieved Bronze Food for Life accreditation for the 14th consecutive year — reflecting dedication to the highest standards of quality and sustainability.

As Bronze providers, our catering teams:

- Prioritise seasonal fruit and vegetables.
- Prepare 75% of dishes from scratch.
- Use ingredients free from GM content, trans fats, and artificial additives.
- Source all meat and eggs locally with full traceability.
- Actively support the local economy by purchasing regional ingredients wherever possible, reducing food miles and supporting local farms and producers.



We went even further to achieve Silver at Drake Primary School, and South West Norse in Devon! The Silver award recognises the creation of a sustainable, healthy food culture that families and the wider community can enjoy. These accreditations reflect the care and pride taken by our teams to provide nutritious, balanced meals every day.

Additional work

We work with school councils to support healthy eating and continue to develop healthy recipes to send out to schools and parents.

We also use a carbon calculator to measure and reduce the environmental impact of our menus.

Design a School Lunch Competition

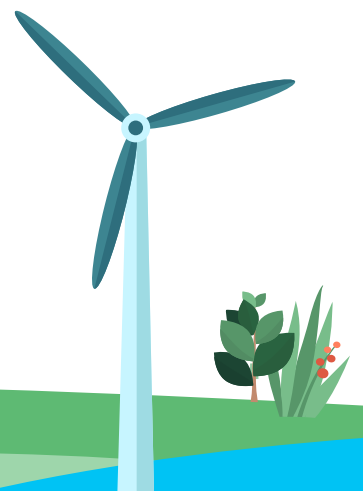
During the May 2024 design a school lunch competition, we received 206 entries for healthy sustainable lunch concepts from students!

Children were asked to create an eco-friendly main course, considering local and seasonal produce. The winning 'Super Six Veggie Curry' was served on Earth Day and adopted into school menus for the year.



We welcomed this initiative at our school and liked the collaboration with Norse. It helped open conversations about school meal choices which gives children a voice. It also linked in with the national curriculum teaching children about the importance of active and healthy lifestyles.

Stephanie Lake, Headteacher at Fairhaven Primary School



Cleaning

Norse operates cleaning across Staffordshire, Derbyshire (Alliance Norse), Barnsley, Medway, Devon (South West Norse), and Norfolk.

Charity support

Our cleaning team for the East of England and London selected Live Unlimited as its 2025 charity of the year, donating £2,000 to support the Barnet's Foundation. The foundation looks after children and young care leavers, empowering them to live their best lives.

Employee wellbeing

Employee wellbeing is important across all areas of Norse. Norse Cleaning supports employee wellbeing through:

- Mental Health First Aid training.
- Lone worker safety devices.
- Trauma risk management training.
- Employee Assistance Programme access.
- Letters of Compliments and rewards for exceptional contribution.

Training and apprenticeships

Norse is committed to developing our people by investing in clear career pathways through both formal apprenticeships and accredited British Institute of Cleaning Science (BICSc) training. Norse teams are also looking into Level 2 qualifications in cleaning and continue to champion inclusive employment by hosting Work Matters placements.

Procurement

By closely collaborating with supply chain partners, Norse's cleaning division actively implements schemes to improve the sustainability of our services. Our supply chain is carefully managed to prioritise local suppliers, reducing the carbon footprint associated with delivery while supporting the local economy. By implementing supplier recommendations, in 2025 we reduced single-use plastics in our supply chain by 821kg and avoided 911kg of virgin plastic, delivering total savings of 3631kg of CO₂e as a result.



NPS Leeds

Local spend

NPS Leeds demonstrated exceptional local economic impact in 2025, spending £1,022,059 in the local supply chain — 1,022% over target. Supporting local businesses strengthens the regional economy and reinforces our commitment to social value through procurement.

Women in construction

In March 2025, NPS Leeds employees delivered an International Women's Day event for a group of 60 female Year-9 students. The daylong event covered construction careers and why equality for women in this space is so important. They also led group activities focusing on design, budget management, project briefing, assertiveness and unconscious bias.

Keen to promote inclusive design in the construction sector, women from across NPS Leeds also attended an Inclusive Voices event. This aimed to break down accessibility barriers for young women within the built environment.

Charity work

NPS Leeds have been busy supporting the community around us. In November 2024, the team volunteered for the Yorkshire Children's Charity annual

Christmas campaign to pick and pack hundreds of gifts for vulnerable children living across the region.

NPS Leeds supported the charity Take Heart in a variety of ways throughout the year, demonstrating a strong and ongoing commitment to the cause.

The team took part in a quiz night fundraiser, attended monthly sub-committee meetings, and contributed to key events including a family fun day and sponsored walk. They also hosted a tombola, donated prizes, and raised additional funds by completing the walk alongside family and friends.

During the festive period, support continued with donations to the Christmas raffle and the organisation of a successful bake sale.

Our team also took part in running quarterly litter picks with 'Litter Free Leeds', and championed sustainable travel and electric vehicles.

These efforts reflect NPS Leeds' commitment to careers outreach, inclusion, and environmental stewardship.



Care

All our homes work hard to support the wellbeing of those who reside with us, ensuring activities and events are well-planned and organised.



In 2025, 1,526 employees provided support to 1,689 people in residential care homes and housing with care schemes.

Many of our locations provide specialist support for people living with dementia, ensuring residents are looked after to the highest standard. We provide all our employees with high-level learning and development opportunities.

Engaging and empowering our residents, tenants, employees and communities remains central to our values.

This year our employees delivered:

- 32 Summer fairs and 32 Christmas parties.
- Celebrations of birthdays and events.
- Frequent day trips, community group visits, intergenerational school activities, and weekly toddler groups.
- A remarkable £77,386.20 raised for Amenity Funds, enabling enriched activities and social opportunities.

Wellbeing leads spend time getting to know the people we care for. The activities on offer are influenced by individual life histories and preferences, linked to areas of wellbeing including physical, sensory, cognitive and spiritual needs.

Typical activities across our homes:

- Gardening
- Quizzes
- Armchair exercises
- Discussion groups
- Day trips
- Art and craft groups
- Music
- Knitting groups
- Flower arranging
- Movie clubs
- Sports and exercise sessions
- Visits from musicians
- Local clubs
- Religious services and so much more

Further achievements include:

- A dementia-centred garden redevelopment at Mayflower Court through a partnership with The King's Trust, giving 17 young people hands-on learning experience.
- 9 college work placements delivered.
- Participation in the Care Leavers Covenant, guaranteeing interviews for care leavers.
- The Christmas Kindness Tree, which inspired colleagues around Norse to send nearly 200 cards to residents who may not otherwise receive messages during the holidays.



Case studies

Activities delivered during the 2025 festive period in two Norse care homes

High Haven - Festive activities

- Christmas craft fair.
- Downham Beavers delivered Christmas cards to residents.
- Party for residents, families and staff.
- PJ, hot chocolate and Christmas films day.
- Mince pies and mulled wine day.
- Various entertainers were booked.
- Children's group sang Christmas carols.
- Local school singing Christmas carols.
- Local High School Christmas visit.

Green Lane View - Festive activities

- Party for tenant, family and employees.
A buffet was provided, and one staff attended as part of his local brass band.
- A tenant's relation delivered a crochet workshop.
- Marsham Bell Ringers visited.
- A colleague's daughter is a professional singer and sang carols around the Christmas tree with the tenants, with mulled wine and mince pies on offer.
- On-site mini-market selling pottery and items/jewellery made from sea glass, shells and driftwood.
- A tenant's friend gave a hilarious talk about anticipating Christmas.
- Christmas quiz.
- Christmas film night.
- Craft session making Christmas wreaths from old puzzles.

Medway norse

Gold for wellbeing

In November 2024, Medway Norse earned a Gold Workplace Wellbeing Award, recognising years of dedicated effort to embed health, wellbeing, and supportive leadership across operations.

Key initiatives:

- Opening the new Norse Nest wellbeing room, where teams can rest, stretch, have a break or chat.
- Offering blood pressure checks, British Sign Language courses, and Multiply programme training.
- Developing long-service recognition through Medway Adult Education.
- Providing team socials, wellbeing resources, and regular engagement opportunities.

Feedback shows that most employees feel supported by managers and senior leadership. Medway Norse now aims for the Platinum Wellbeing Award.



It gives me great pride in the collective management team and, in particular, Samantha Davey - who has promoted the ethos tirelessly, inspiring the workforce to get behind key life-enhancing values both at work and out of work.

Partnership Director for Medway, Andy Mann



n-able

As a provider of stairlifts, mobility equipment and other assistive technology, social value is embedded in n-able's way of operating.

The equipment can be central to a person's ability to live as they wish, with independence and dignity. It is a core value of n-able to go the extra mile for customers individual needs.

Being a small team, they aim to keep a personal, inclusive and homely tone to the business.

Excellence in service and customer care

In 2021, their commitment to our customers, standards, and partners was recognised with the prestigious diamond status as a supplier of Handicare Stairlifts.

Only a select number of suppliers nationwide achieve this status, which recognises sustained excellence in installation and service, as well as and superior customer care.

These core values extend to helping the community around them. The Norwich branch sits near the offices of Break – a charity that supports those in, around and leaving care.



Support for Break in 2025

Supported the recycling of Christmas trees, with help from the Norse grounds team and other partners. Together, they processed over 300 trees, ensuring they were recycled with environmental responsibility and **raised over £9,000**.



Additional community activities

- n-able are one of the key supporters of the Nourishing Norfolk Project. Making **972 deliveries** of food supplies to community food hubs, they saved charities over 18,000 miles in delivery costs.
- Funded food charity support

- **Donated £1,000** in knitting materials to Tai Tarian Housing Association to support their project making hats for premature babies.
- Purchased football kits for community teams
- Paid a £250 greener schools fee for a local school
- Donated a stairlift to a veterans care home in Cromer

Ethical practice

n-able's value of supporting independence and dignity, especially for those who need it most, means they sometimes donate their services and products. In 2025, **they:**

- Donated a stairlift to a care home for ex-veterans.
- Provided free servicing for another charity.
- Installed of a free stairlift to support an individual's end-of-life wish to return home.

n-able exemplifies the ethos of stepping in when individuals and organisations need support most.

**We are so grateful for the help.
We couldn't have done it without them!**

Hayley Malone, Fundraising Manager at Break

Norse Waste Solutions (NWS)

Centre 81 is a charity supporting individuals with disabilities to access a range of services.

Norse Waste Solutions (NWS) have rented an office space from Centre 81 for three years now. Due to this, NWS and Centre 81 have built a strong working relationship.

This year, NWS and Centre 81 members collaborated in a local litter pick:

- NWS contributed equipment valued at around £150 to support the Centre 81 litter pick.
- NWS assisted with relevant risk assessments and method statements to ensure the Health & Safety of NWS colleagues and Centre 81 members.

- The teams jointly collected seven bags of recycling and nine bags of general waste.

NWS also continues its long-standing relationship with East Norfolk Sixth Form College, sponsoring the Environmental Sciences Award by funding a £50 gift voucher.



Norse Environmental Waste Services (NEWS)

Re-use shops

NEWS has done some incredible fundraising this year. 14 reuse shops generated over £24,000 for charity, whilst preventing 1,330 tonnes of waste!

To put this into scale, that's roughly the same weight as over 1,000 average cars.

The funds were donated to Nelson's Journey, as voted by employees to be their charitable partner for the next 3 years. The sites also collected 72 tonnes of electronic waste, which can be damaging to the environment if it gets into landfill.

Local support

It's not just the big actions that are meaningful, but also the small gestures of care. In November, NEWS answered a request from a local school to help set up a gardening club. NEWS donated ten bags of compost, five pallets, two compost bins, and three hours for the team to deliver these to the school. This donation allows students to learn about nature, healthy eating, and sustainability, whilst developing new skills.

Alongside this, NEWS colleagues have played a key role in fundraising activities, including being the top fundraising team in the Peak Pursuit challenge.

Refurbishing for NHS

NEWS also ran a walking-aid refurbishment programme with the NHS and His Majesty Prison and Probation Service, refurbishing...

- 904 crutches
- 590 walking aids
- 46 walking sticks

This has saved the NHS approximately £14,187! It also helped reduce the large environmental impact of raw material production. Because of this project, NEWS was shortlisted for the National Recycling Awards 2025.

Support into work

Through a programme with Norfolk County Council's Adult Social Care team, individuals who have experienced barriers to employment have been supported into the workplace. NEWS has delivered three successful placements to date, with multiple individuals securing full-time roles within the organisation.



Highways



Ex-offender support

The Highways team in Norfolk have been working closely with the local prison to support ex-offenders in building their skills, gaining confidence and accessing employment opportunities.

Helping individuals secure stable work is a key part of successful rehabilitation, contributing to reduced reoffending and stronger community outcomes.

In 2025, the highways team spent over 100 hours running the Highways Academy at HMP Wayland. This delivers street works training to upskill ex-offenders, giving them greater opportunities as they leave prison.

Road safety in schools

The Highways team also go into schools across the region to teach about road safety. Bringing in the HGVs makes the day more exciting for the students, and is a practical example for teaching them about blind spots.

Barnsley

Supporting local economy

Barnsley Norse continues to champion economic and community value through purchasing office supplies and cleaning chemicals from local Yorkshire suppliers, including YPO (Yorkshire Purchasing Organisation) and Trevor Isles. This approach helps strengthen the local economy while maintaining high-quality operational standards.

Wellbeing

Barnsley Norse also participates in the local council's Be Well at Work initiative, currently holding the Silver Award for their contribution. The programme requires evidence of employee wellbeing support across areas such as health and safety, long-term health conditions, ageing workforce needs, mental health, and substance awareness. The team benefits from a Workplace Health Champion who promotes wellbeing resources and practices throughout the year.

Personal development for employees remains a priority, with mental health first aid training, management development, and internal upskilling supporting individual progression within the business.

Charity and community

Barnsley Norse routinely engages in charity and community initiatives, including:

- Our Macmillan Coffee Morning raised over £370 in September.
- Employees have been volunteering in annually by planting flowers, repainting benches and tidying up the grounds at the local Wilthorpe Park.
- We sponsor a star at an annual Christmas Light Switch on event for Barnsley Hospital Charity Sparkle and Shine Bright campaign.
- We offer free delivery for the Beds for Babies Scheme. This is in partnership with the South Yorkshire Mayoral Combined Authority, who provide safe sleep options for children under 5. Further info about the scheme can be found on [Beds for Babies](#).
- As well as taking part in the Norse Tidy Up, we participate in tidy ups with schools we provide services to. We also engage with these schools by donating prizes and gifts for Christmas Fayres.

These activities demonstrate sustained commitment to uplifting local communities and supporting families across Barnsley.

Norse South East

Supported internships

Norse South East continues its strong partnership with Havant and Hampshire County Councils, including on the Supported Internship programme.

The team hosted one intern working weekly with the Street Scene Team since October 2025. The intern has integrated well and benefited greatly from the structured, supportive environment.

Wellbeing

To promote wellbeing and resilience, the team has invested in Mental Health First Aid training and strengthened its support structures through the Employee Assistance Programme.

These campaigns have been particularly impactful for those experiencing personal wellbeing challenges.

East Hampshire

Professional development

In East Hampshire, professional development has been a key focus. Six supervisors completed a four day Management Essentials programme, building stronger leadership, communication, and operational skills across the team.

Additionally, the team supported two employees beginning the process of obtaining driving licences –an important step toward independence, confidence, and expanded employment opportunities.



**To promote wellbeing and resilience,
the team has invested in Mental Health
First Aid training and strengthened
its support structures through the
Employee Assistance Programme.**

Rochford

Local economy and community support

Rochford Norse demonstrated commitment to local economic benefit and community engagement throughout 2025.

Key contributions include:

- Approximately £20,000 spent on local contractors and builders, supporting employment and specialist local services.
- Ongoing weekly support for community litter-pick groups, providing one crew for around two hours each week to collect and dispose of waste
- **Sponsoring local pride and recognition by contributing:**
 - £500 to the Local Business Awards.
 - £500 to the Rochford and Brentwood Council Awards.

Professional development

Personal employee development has also been prioritised:

- Three team members completed a three day Manual Handling Train the Trainer programme, enhancing internal capability.
- A driver was sponsored to complete a National CPC qualification, representing investment of around £750.

Fundraising

In addition to professional development initiatives, the team demonstrated generosity and community spirit by supporting charitable fundraising. This included around £200 in sponsorship, alongside further donations from colleagues, for a team member running a half marathon on behalf of the Robin Trust Cancer Charity.

Evolve

Evolve has continued to demonstrate leadership in offering their skills and services to support key community members throughout 2025.

South Chingford Community Library

South Chingford Community Library is an independent, self-funded community library that relies on donations and grant funding and is run by volunteers. They were offered alternative provision by Waltham Forest Council and Evolve have voluntarily supported the move by providing:

- Three days of free design time for space layouts and visualisations. Design teams met with the client and prepared an options appraisal of the space, which were developed into a final design after feedback.
- Costings and liaison with local contractors to negotiate works at reduced/low cost.

This input enabled the library team to visualise the redesigned space, understand the costs, and make informed decisions—critical for a small, volunteer-led organisation with limited resources.

ELOP

ELOP, an LGBT+ charity providing counselling and support services, was offered new premises by the council.

Evolve:

- Delivered a feasibility study and fit out proposals.
- Contributed one day of free design time during Stage 1. This helped the organisation understand how to inhabit a challenging space and plan for essential improvements.

- During stage 2 & 3, offered a £7,000 fee reduction to support the charity's move into modern premises within their limited budget.

Across all projects, Evolve's voluntary contributions ensured charities could access high-quality design services they otherwise could not access.

South West Norse

South West Norse delivered a wide range of impactful initiatives throughout the year. Through their work, they operate in a meaningful way, supporting those around them.

Wellbeing and safety in agricultural communities

This is a sector where sadly the incidences of poor mental health and suicide are rising.

To help combat this, South West Norse:

- Ensure the farms team are trained in Mental Health First Aid so they can support any farm tenants when needed.
- Send newsletters to farmers, with quarterly topics on mental health and support links.

Supporting Local Charities

South West Norse provided a zero profit cleaning contract to the Dame Hannah Rogers Charity, which has served disabled children and adults for nearly 260 years.



Farmwise & Young Farmers

South West Norse plays a key role in delivering the Farmwise initiative, which helps young people understand food origins through hands on agricultural learning.

Due to our close relationship with farmers and farming tenants, they are eager to connect children with food production: smelling hay, feeling soil, meeting animals, and letting them literally dig into the farming world.

This year, support included:

- Help for the main Farmwise event involving around 1,500 children. We aid set up and pack up, alongside running events throughout the day, contributing food and employee hours.
- Volunteering at a Farmwise stand the Devon County Show, attended by about 100,000 visitors.
- Supporting around 10 school visits with Farmwise.
- We sit as a member of the Farmwise Steering Group.

We also provide free business planning and forecasting support for the Devon Young Farmers Club, culminating in the Farm Business Planning Competition.

Blood Bikes

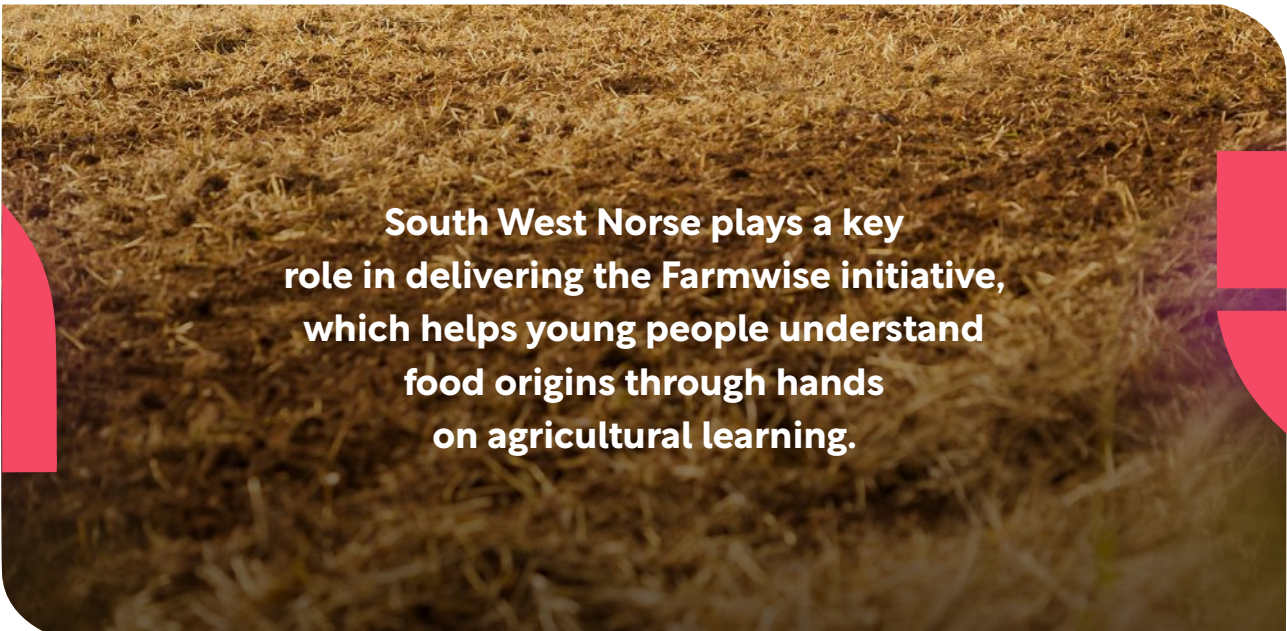
South West Norse stored emergency Blood Bikes free of charge, giving 24/7 access for these motorbikes to provide a rapid response and deliver blood to medical emergencies when needed.

Community Action

Additional contributions include:

- Sponsoring an under 15s football kit.
- Funding new bell ropes for a local church.
- Fundraising for our chosen charity of the year: Hospicecare.
- Supporting the 'Cans4City' initiative – a scheme that encourages collecting and donating cans to raise vital funds for a great range of causes while helping the environment at the same time. We have already dropped off over 6 bags (20kg) full of cans!
- Volunteering at professional bodies was also supported through work hours, including CAAV examiner roles and ACES Rural Branch secretarial responsibilities.

The catering team in South West Norse have excelled to achieve Silver Food for Life accreditation which acknowledges their high standards in supporting local economy, sustainability and healthy eating by sourcing local seasonal food, and preparing food from scratch.



South West Norse plays a key role in delivering the Farmwise initiative, which helps young people understand food origins through hands on agricultural learning.

Total Facilities Management (TFM) including Infinity



Our TFM employees delivered significant social value contributions across multiple initiatives.

Volunteering and Fundraising

The team have been active in supporting Barnsley Hospice.

- Five employees got involved with a day's volunteering, sorting donated clothes and ironing items.
- In April, we fundraised an amazing £1,070!
- We raised an additional £205 through a Christmas raffle in December.

A cleaner at Haverhill Fire Station (one of our contracts) also completed a 30 day Ice Bath Challenge to raise funds for Cruse Bereavement Support and the Fire Fighters Charity.

TFM, alongside our Grounds teams, also get involved in Christmas tree recycling, raising funds for Break charity every year.

This year we also helped with delivering a wildflower meadow at a West Yorkshire police station.

Training and Development

TFM continues to invest in its people through training programmes, including:

- Report Writing
- Excel Intermediate
- P405 Management of Asbestos
- Finance for Non Finance Managers

TFM also offers Work Matters placements, providing workplace experience for young people with additional needs.

Historic work

While not part of this year's activity, some past initiatives continue to reflect Norse Group's values and long-term commitment to community support.

Ukraine humanitarian aid effort (2022)

Norse Group supported the Norfolk Polonia CIC and Norfolk Fire and Rescue Service in the collective response to the humanitarian crisis in Ukraine.

Norse Group played a pivotal role in arranging logistics, transportation, and equipment for this community driven initiative.

The company went a step further by donating facilities, vehicles, fuel, generators, and even mobilising employees to sort, pack, and ship much-needed donations.

COVID-19 school catering response

During the lockdown period, our Norfolk catering team adapted quickly to ensure children continued to receive nutritious meals.

Actions included:

- Donating perishable food to vulnerable families when the schools first closed.
- Redesigning menus to support school "bubble" arrangements.
- Replacing student council tastings with postal surveys to maintain feedback processes.

Norse supported in the logistical planning of food delivery parcels, an idea which later went on to inspire the collaboration for Nourishing Norfolk.



ESG in Norse's Day-to-Day

Social Value extends beyond charitable activity and community engagement. It also requires embedding social, environmental, and ethical considerations into Norse's core operations and culture, focusing on employee wellbeing, diversity, fair wages, and safe working environments.

Many of our service areas have highlighted training initiatives and wellbeing activities within the previous sections. The following section provides a broader, organisation wide perspective on how social value is being embedded across the entire business.



Wellbeing – Norse Wellness

Norse Group is committed to maintaining a safe, supportive environment where wellbeing is prioritised.

Our wellbeing model is built around four pillars: social, mental, physical, and financial wellness, ensuring employees have access to resources tailored to their personal needs.

Wellbeing looks different for everyone and extends beyond the workplace.

Therefore, we offer a variety of different resources:

- Employee Assistance Programme (EAP): Confidential counselling, legal and financial guidance, menopause support, CBT, and crisis assistance.
- Learning Library training: Courses to build awareness, reduce stigma, and improve recognition of wellbeing concerns.
- Speak Up channels: Safe routes for those to raise workplace concerns.
- Wellness Action Plans: Personal tools to identify triggers, coping strategies, and managerial support.
- Day-to-day wellbeing practices: Managers encouraged to initiate 1:1 conversations and regular check-ins.

- Access Learning: Specialist training to help employees support colleagues.
- Norse Wellness: Wellbeing campaigns and resources promoting healthier habits across all four wellbeing pillars.

Mental Health First Aid Commitment

Norse aims to train 250 Mental Health First Aiders between April 2024 and April 2027, targeting a ratio of 1 MHFA per 20 employees.

We are pleased to announce in 2025 we trained 101 Mental Health First Aiders, and we have exceeded our annual targets every year!

- **2024/25 target:**
73 – Achieved, 115 trained.
- **2025/26 target:**
99 – Achieved, 185 trained (10 have left the business so we currently have 175 MHFAiders)
- **2026-27 target:**
75 – On track

The MHFA directory has been viewed over 500 times between January and June 2025, with the Wellness page receiving over 1,500 views.



We are pleased to announce in 2025 we trained 101 Mental Health First Aiders, and we have exceeded our annual targets every year! We currently have 175.

Governance

Strong governance ensures that environmental and social goals are implemented, monitored, and achieved, as it provides the structure for accountability.

To help shape and deliver our actions, we have established several forums:

- Health and safety committee
- Wellbeing steering group
- Social value working group
- Environmental, Social and Governance (ESG) committee

We continue to strive for best practice, aligned and qualified against the following International Standards Organisation (ISO) Management Systems:

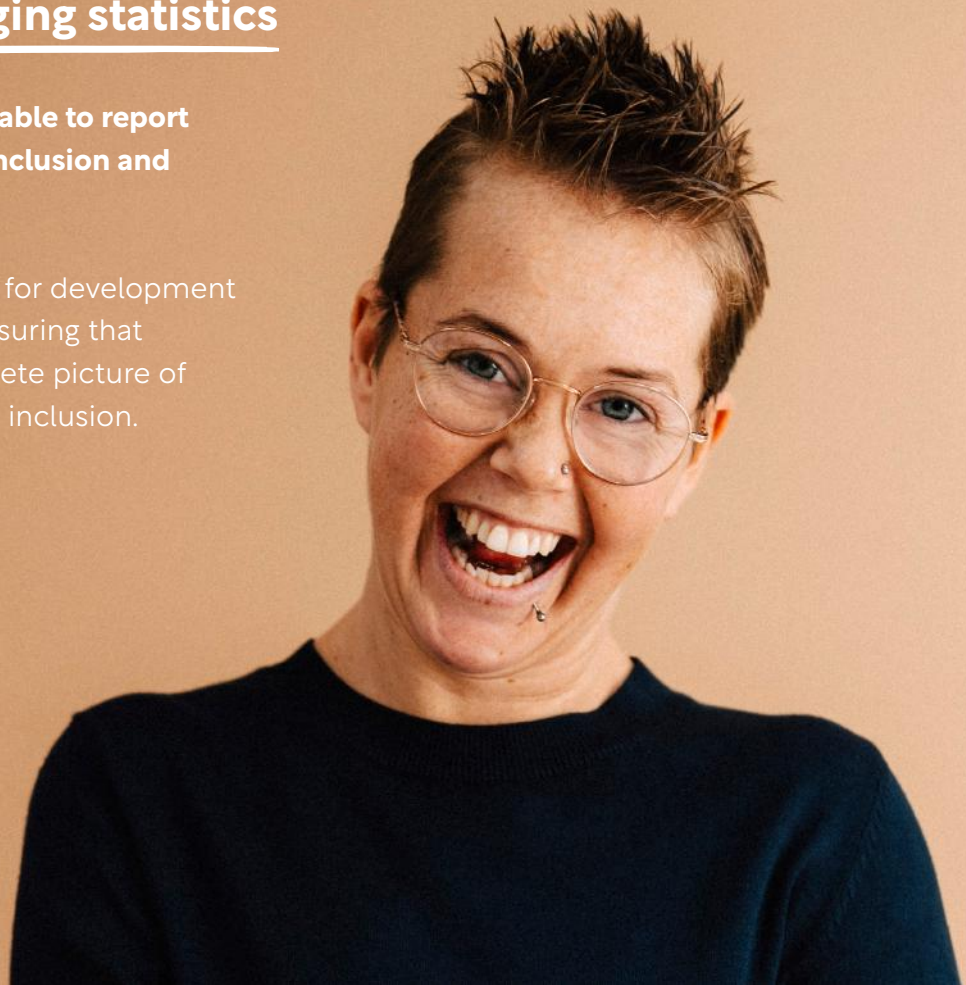
- **ISO 9001** - Quality
- **ISO 45001** - Occupational Health and Safety
- **ISO 14001** - Environmental

This year we have passed audits internal and externally, and continue to uphold governance requirements for lobbying, bribery and corruption. The Remuneration and Nomination Committee evaluates the composition, diversity, experience, knowledge, skills and independence of the Board and its committees.

EDI and belonging statistics

Norse Group is not yet able to report on equality, diversity, inclusion and belonging statistics.

This remains a key area for development in the coming years, ensuring that we build a more complete picture of workforce diversity and inclusion.



Gender pay gap

A gender pay gap is the difference between the average earnings of men and women across an organisation, regardless of role or seniority.

Our gender pay gap is driven by the distribution of men and women across different roles and levels within the organisation. Our workforce continues to be predominantly female, particularly in operational and frontline roles, which are more heavily represented in the lower and lower-middle pay quartiles.

For 2025, where data is available, Norse Group calculated the following gender pay gap results:

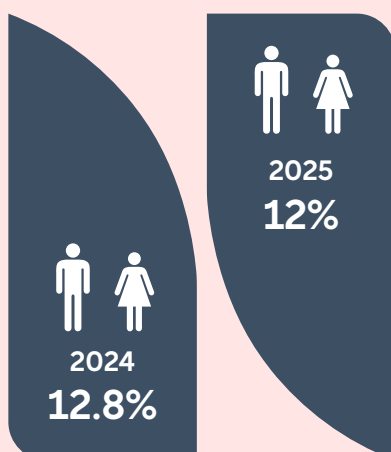
- Mean hourly pay gap: 12% - meaning women are paid 12% less than men, when calculating with mean average. The mean is calculated from all employee wages. This represents an improvement of 0.8 percentage points compared with 2024, when the mean gender pay gap was 12.8 %.

- Median hourly pay gap: 5.4% - meaning on women are paid 5.4% less than men, when calculating with median average. The Median is less likely to be influenced by outlying data. This is a reduction of 1.2 percentage points from 6.6% in 2024.
- 0.4% of women received bonus pay whilst 5.3% of men received bonus pay.

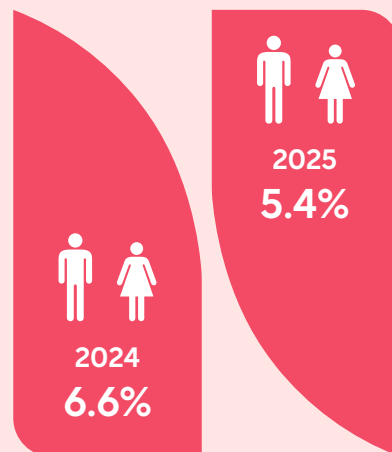
The data shows year-on-year reduction, demonstrating our continued progress in narrowing the gender pay gap across the organisation.

However, it also shows there is still more work to be done. We aim to have a sustained approach, reducing our gender pay gap and creating a fairer, more inclusive workplace for all colleagues.

Mean gender pay gap

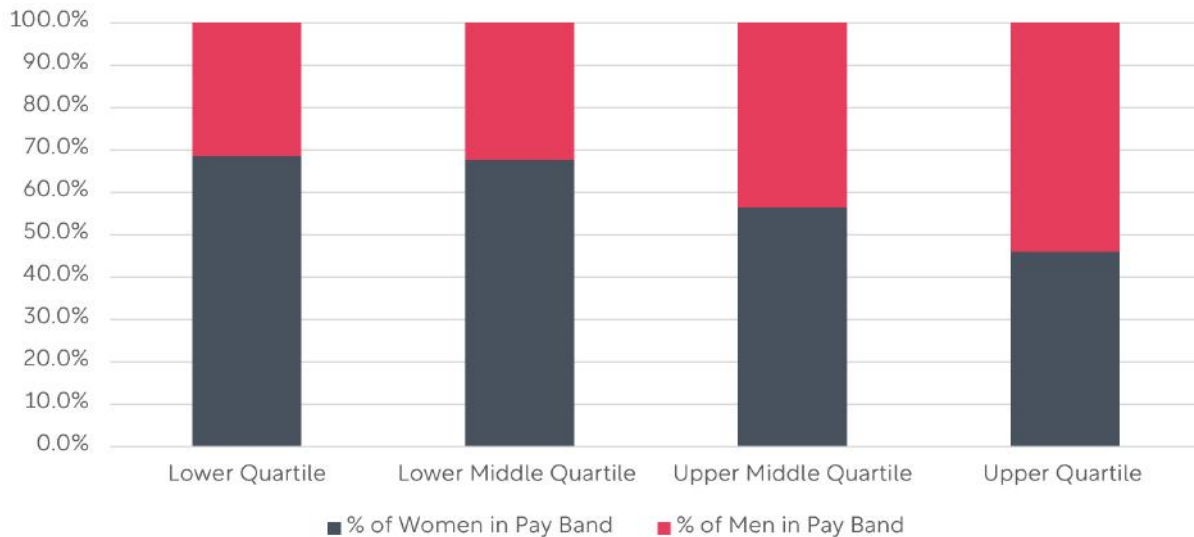


Median gender pay gap



Women make up around 60% of Norse employees, with higher representation in lower pay quartiles. At the upper quartile, representation is nearly equal, though slightly favouring men (54%).

Gender split in quartile pay bands



This data shows a snapshot of a story of continuous progress. Norse is transparent in showing the data and admitting further work must be done. **We are committed to improving gender equity through:**

- Celebrating the contributions of women throughout Norse and telling the stories of our inspiring women who led the way in typically male dominated sectors.
- Gender equity projects, such as events and education on International Women's Day.
- Gender specific talks in schools to empower the next generation.

- Use of gender-neutral language in job advertising, alongside guidance and training for hiring managers to minimise the risk of bias and reinforce inclusive decision-making.
- Strengthening talent pipelines by supporting women across the organisation to develop and progress into senior and leadership roles.

We will continue to acknowledge and celebrate the essential contributions of women throughout Norse Group, ensuring their stories inspire and lead us all.



Safety of employees and communities

Norse operates in sectors with traditionally high safety risks.

We mitigate these risks through rigorous health and safety governance and accessible mechanisms for reporting concerns. We seek to ensure employee safety needs are met proactively.

Health & Safety

We strictly adhere to our Group Health and Safety Policy, underpinned by our ISO 45001 accreditation.

Our approach includes:

- Compliance with Health and Safety at Work Act 1974, and the Management of Health and Safety at Work Regulations 1999
- Annual review of the Group Health and Safety Policy to ensure currency with the latest industry standards and legislation to promote best practice.
- Conformance and certification under Safety, Environmental and Quality Management System’s ISO 9001, 14001 & 45001
- Thorough risk assessments aligned with Health and Safety Executive (HSE) guidance.
- We have a single robust, standardised and integrated Safety, Environmental and Quality management system.

RIDDOR Statistics

RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) statistics have reported no significant changes in all employee accidents over the past 3 years. The share of severe accidents has decreased.

Year	Over 7-day and major injuries
2022	32
2023	35
2024	28
2025	27

Modern Slavery

Norse maintains a zero tolerance approach to modern slavery or human trafficking within our supply chains or in any part of our business.

Actions include:

- Mandatory training for all employees within 90 days of joining.
- Annual refresher training.
- A Supplier Code of Conduct aligned with the Modern Slavery Act.
- Comprehensive auditing and corrective action processes.
- Supplier vetting for all Tier 1 and Tier 2 partners.
- Clear reporting routes through the Whistleblowing Policy and Speak Up system.

Safeguarding

All employees and contractors share responsibility for safeguarding children and vulnerable adults.

Training ensures employees understand:

- How to escalate concerns.
- How to respond to disclosures.
- When to contact external agencies or emergency services.
- What information to record and report.

Our Whistleblowing Policy empowers employees and engaged suppliers to bring attention to concerns with full anonymity, including modern slavery breaches, in confidence and without fear of reprisal.

Reports can be made via our anonymous Speak Up system, through which concerns can be raised directly with Norse's HR department.

Concerns are acknowledged within seven working days and may be investigated internally, referred to external auditors, or escalated to authorities such as the police or prescribed bodies.

Trade Union Recognition

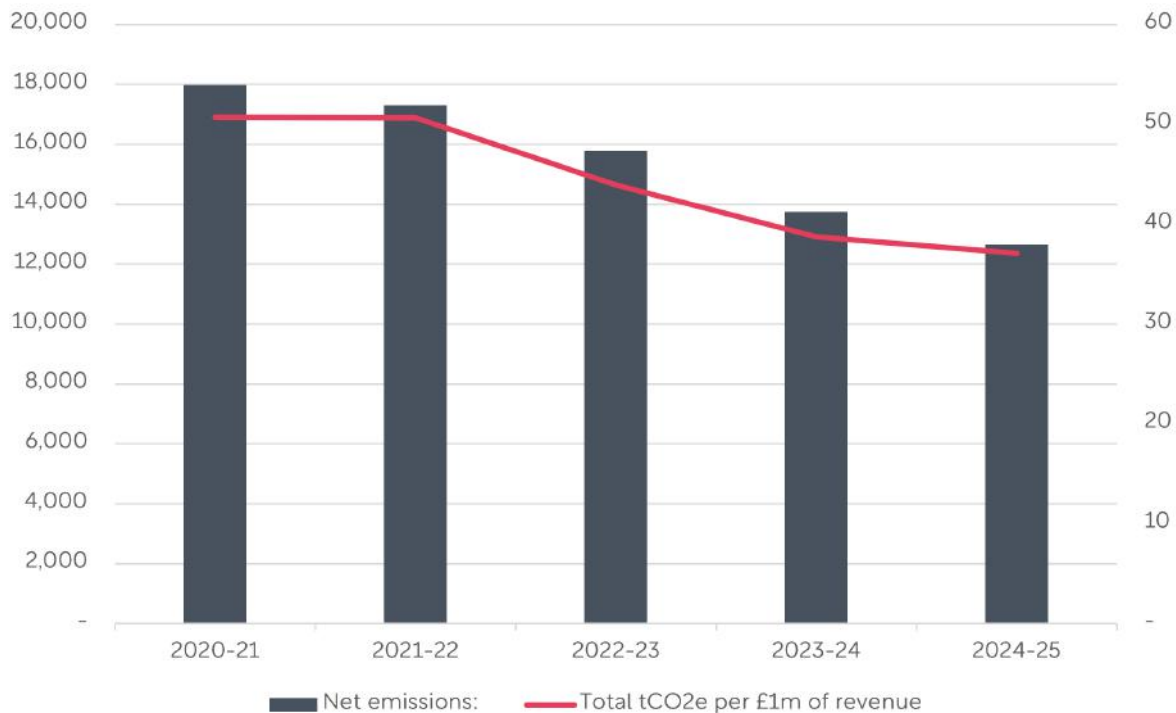
Norse recognises the importance of worker representation and maintains national agreements with GMB, UNITE, UCATT, and UNISON, encouraging employees to seek union membership.

Employees can access union support directly or through managers and HR. This ensures employee representation and collective voice.

Environmental Impact

In the financial year 2024–25, Norse Group achieved an 8% reduction in net emissions, with reductions maintained even after adjusting for business changes.

Norse emissions



Grey columns represent net total emissions in tonnes of CO₂e. Red line includes the change in revenue – therefore considering growth/shrinkage of different work ventures and operations.

Electricity

In October 2024, Norse group switched to purchasing renewable electricity at many sites. This has caused these emissions to be 43% lower than if we had not switched (location vs market based).

The Norse Energy Solar Panel PV systems have generated enough electricity offsite to offset 92% of the emissions related to the electricity purchased by the Group.

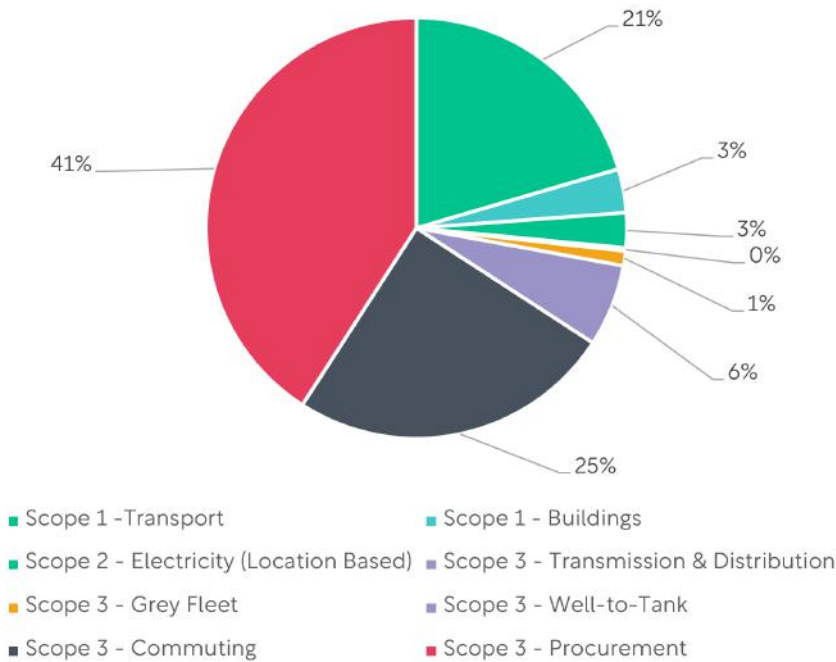
Transport

Transport accounts for roughly 21% of Group emissions.

In 2025:

- Mileage-based reporting showed a 24% reduction in miles travelled (563,220 miles).
- Fuel-based data showed a 129 tCO₂e reduction in fleet emissions.

2024-25 Emissions breakdown (tCO₂e)



All reporting aligns with SECR guidelines and the Companies (Directors' Report) and LLP (Energy and Carbon Report) Regulations 2018.

Activities undertaken

With the growth of our sustainability team and focus on calculating the Group's total carbon footprint, we have also been working on creating Business Unit footprints. These are calculations of the carbon footprint of individual business areas and joint ventures within Norse, which means bespoke carbon reduction plans can be created. In 2025, six Business Unit carbon reports were created, and two area-specific carbon reduction plans implemented. This allows localised, informed and strategic decarbonisation actions to be agreed, supporting our progress towards reduction targets.

In addition to this, various environmental initiatives have been completed:

- Reviews undertaken for IT, on-site biodiversity, fleet, commuting, and procurement, resulting in:
 - 4 fleet sustainability proposals currently under review
 - 60 trees being procured for our Norwich site
 - Improved monitoring of social value and environmental impact of procurement
 - Technical decarbonisation report delivered for Norwich HQ site, with outcomes being budgeted and decision-making in progress.
 - 48 volunteers collected 80 bags of rubbish at the Norse Tidy Up, and reported one fly tipping spot.
 - Assigned budget for a recycling scheme across all sites to be undertaken in next financial year.
 - Quarterly meeting of ESG committee (consisting of senior management) to review and decide, allowing rapid action on decarbonisation and social impact.

Learning, training and career development

2025 was a substantial year for training and development:

- £802,787.30 invested in apprenticeships.
- 47 new apprenticeships started.
- 31 apprentices successfully graduated.
- 40,217 training and e-learning activities completed. This has ensured basic training is met so employees feel confident and safe in their roles, as well as developing new skills and way of thinking.
- 4.5/5 is the average employee rating for online training for both “The course content was engaging and relevant to me” and “The activities were relevant and enhanced my learning experience” (1= strongly disagree, 5= strongly agree).
- 22 employees celebrated 30 plus years of service.
- 29 school student work placements were hosted, alongside the three Workplace Matter placements for student with additional needs.

Our effort to develop our people has been paid back with loyal and skilled employees. We also believe in supporting those in education around us.

We offer subsidised rent for education at the Norse-owned Aviation Academy site, which is a custom designed facility boasting 20 classrooms, five engineering workshops and an Emulation Zone containing an A320 aircraft and a helicopter.





Looking ahead

This document will inform continuous improvement in how we support communities, employees, and the wider public sector. We don't just want this to be a report that collects dust on a shelf. Norse's impact on its communities matter, and we strive to improve this every year.

Strategic commitments for 2026

- Review the social value strategy
- Establish a social value strategic framework
- Understand requirements for, and process for scalability of strategic social value partnerships in new locations
- Continue to improve Group-wide data collection for consistent reporting
- Implement accountability processes across joint venture partnerships to monitor against commitments
- Develop a supply chain strategy
- Explore HR and L&D strategic developments
- Strengthen low carbon transport and procurement

Activity commitments

- Introduce set social value and environmental questions in procurement
- Build a social value led network across Norse
- Maintain gold status in the 'Defence Employer Recognition Scheme'
- Run a blood donation and stem cell registration drive
- Increase the number of Mental Health First Aiders

- Deliver Climate Fresk carbon literacy sessions
- Increase community fund grant uptake by £10,000
- Enhance supplier monitoring of social value commitments
- Develop a strategic charitable partnership in new Norse joint venture locations

Procurement

Procurement teams are monitoring commitments made from suppliers.

For 2025/26, the following is committed:

- 24 volunteering hours – 4 hours already drawn down
- 313 volunteering days – 4 days already drawn down
- £4,000 donations – currently in progress of allocation towards training classes
- 500 tonnes CO2 savings

This data is expected to grow substantially as additional hours are delivered and upcoming tenders conclude.

Thank you

To all the those who have
worked tirelessly throughout
the year, going above and beyond
to help the communities,
charities and people around us,
you've made a real impact
- thank you!





United in Purpose

norsegroup.co.uk