



UBICO LIMITED

**MINUTES OF BOARD MEETING
HELD ON TUESDAY 18 NOVEMBER 2025 AT 13:30
NATIONAL STAR COLLEGE, ULLENWOOD, CHELTENHAM**

DIRECTORS PRESENT

William McCarthy (Chair)	WM	Director
Katherine Lyons	KL	Director
Patrick Ricketts	PR	Director
Keith Gerrard	KG	Director
Claire Hughes	CH	Director
Nigel Brinn	NB	Director
Beth Boughton	BB	Managing Director
Rob Heath	RH	Operations Director
Brian Jarvis	BJ	Finance Director

IN ATTENDANCE

Head of Law, One Legal
Head of People
Executive Support Manager

Item	Subject	Action for
1.	<p>APOLOGIES FOR ABSENCE</p> <p>No apologies.</p>	
2.	<p>NOTICE AND QUORUM</p> <p>The chair reported that due notice of the meeting had been given and that a quorum was present.</p>	
3.	<p>DECLARATIONS OF INTEREST</p> <p>None declared.</p>	
4.	<p>MINUTES OF LAST BOARD MEETING HELD ON 19 SEPTEMBER 2025/ REVIEW OF ACTIONS TABLE</p> <p>The chair invited the board to comment on each page of the minutes.</p> <p>The actions table was reviewed; the chair congratulated the executive on completing all of the actions.</p> <p>The minutes were approved and signed by the chair as an accurate record.</p>	
5.	<p>BUSINESS OF THE MEETING</p>	
5.1	<p>Policies for board approval</p> <p>The managing director presented her report. It was noted that the two policies had been circulated for feedback and information prior to the meeting.</p> <p><u>Mental Health, Stress & Wellbeing Policy</u></p> <p>A minor change had been made to the policy, further to feedback from the trade unions, as detailed in the report.</p> <p><u>Environmental Management Policy</u></p> <p>Feedback from board members had proposed four additions to the section headed 'the company will'.</p> <p>Two of those additions had been incorporated, as detailed in the report. The other two additions related to policy setting, the responsibility for which sits with partner councils rather than Ubico. Therefore, it was proposed not to adopt them at the current time but seek to consult with the climate teams at</p>	

	<p>each of the councils to determine whether they support the inclusion, in which case the policy could be updated at a later date.</p> <p>The board supported the above approach.</p> <p>The board RESOLVED:</p> <ol style="list-style-type: none"> 1. to approve the Environmental Management Policy, including two of the four proposed additions as outlined in the report at this time, and two further additions at a future date subject to support being received from our shareholder councils; 2. to approve the Mental Health, Stress & Wellbeing Policy. 	
5.2	<p>Banking authorisation</p> <p>Exempt from publication under FOIA section 43(2) commercial interest.</p>	
6.	<p>BRIEFING AND DISCUSSION ITEMS</p>	
6.1	<p>SHEQ (Safety, Health, Environment and Quality) report</p> <p>Exempt from publication under FOIA section 43(2) commercial interest.</p> <p>Our Health and Safety Policy can be found on the company's website: https://www.ubico.co.uk/support/health-and-safety-policy-statement/</p>	
6.2	<p>Operations director report</p> <p>Exempt from publication under FOIA section 43(2) commercial interest.</p>	
6.3	<p>Managing director report</p> <p>Exempt from publication under FOIA section 43(2) commercial interest. You can find more about our client relationships on companies house: https://find-and-update.company-information.service.gov.uk/company/07824292/filing-history</p>	
6.4	<p>HR update</p> <p>Exempt from publication under FOIA section 43(2) commercial interest.</p>	

6.5	<p>Risk report</p> <p>Exempt from publication under FOIA section 43(2) commercial interest. For more information regarding our risk approach please read as part of the annual business plan:</p> <p>https://ubico.co.uk/media/gg3is1te/ubico-business-plan-202526-final.pdf</p>	
6.6	<p>Finance report</p> <p>The report discusses finances and performance against budgets, procurement activity and cyber defence provision as standing items. Exempt from publication under FOIA section 43(2) commercial interest and section 31 crime prevention. For more information on our finances:</p> <p>annual-accounts-2024-25.pdf</p>	
6.7	<p>Business development/opportunities report</p> <p>Exempt from publication under FOIA section 43(2) commercial interest.</p>	
6.8	<p>Key communications from board</p> <p>Exempt from publication under FOIA section 43(2) commercial interest.</p>	
7.	<p>ITEMS TO BE NOTED</p> <p>The items were noted.</p>	
8.	<p>FORWARD PLAN</p> <p>The forward plan was noted.</p>	
9.	<p>ANY OTHER BUSINESS</p> <p>Exempt from publication under FOIA section 43(2) commercial interest.</p>	

DATE AND TIME OF NEXT MEETING

24 February 2026 @ 14.00 via Teams

[Digitally signed]

Date: