



SERVE LEGAL

Empowering business to operate with confidence.

Corporate Social Responsibility Policy

July 2025

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Who Are Serve Legal

Serve Legal are market leaders in operational compliance auditing; supporting the UK & Ireland's online and high street retailers, as well as leisure and hospitality operators to trade responsibly and improve key compliance standards. We independently audit staff performance around age verification for age-restricted goods and customer experience tests for industries who manage allergies, TV licensing and customer welfare. Our nationwide auditor community provide detailed, real-time feedback on their experiences and we are proud to complete in excess of 200,000 audits each year. We are a major employer of young people and we take this responsibility very seriously; ensuring the work we offer to our community supports the development of both our clients and the auditors themselves.

Serve Legal's Mission Statement

Empowering businesses to operate with confidence. Engaging, developing and mobilising young people; providing them with the opportunity to deliver high quality, accurate work.

Serve Legal's Core Values

- Champion Inclusivity
- Positive Collaboration
- Embrace Growth and Innovation
- Deliver Excellence
- Individual Ownership



Introduction to CSR

At Serve Legal, we are committed to ensuring that all business undertakings are conducted as ethically as possible. We aim to consider our impact on the environment, our people and our wider community in everything we do. As a rapidly growing SME, we believe in going beyond minimum legal requirements; aiming to exceed these in our contributions to people and our planet. We demonstrate our commitment to corporate and social responsibility by adhering to, and constantly striving to improve upon, the following policies:

Environmental Responsibility and Sustainability

Serve Legal is committed to operating responsibly and sustainably in terms of our impact on the environment. Looking after our planet is hugely important to our teams, our clients and our community, and we recognise the power we have to drive real, positive change due to our network of thousands of auditors and nationwide reach. We actively encourage and incentivise greener choices throughout our business and, where we cannot reduce our environmental output, we invest in programmes to offset the emissions we create. The following section covers the key ways we're working to reduce our environmental footprint and improve the sustainability of our operations.

Reducing CO2 Emissions

Current Auditor Travel Emissions

All Serve Legal auditors are required to log the number of miles they travel and the mode of transport used for each audit. This data helps us track the carbon footprint of our operations and measure progress toward adopting greener travel options.

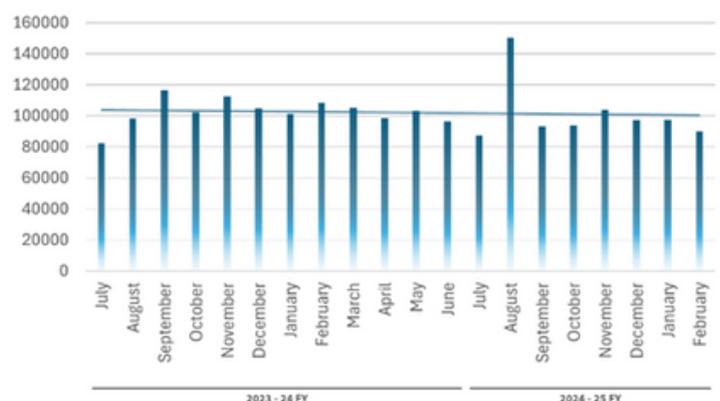
Following the last update to our CSR release we have undoubtedly seen our auditor mileage claims increase, mainly as a result of the increased number of audits we do across the UK and Ireland as we continue to grow.

- **FY 23–24:** Our auditors travelled a total of 1.2 million miles by car, completing 204,000 audits. The estimated emissions for this period were 260 tonnes of CO₂.
- **FY 24–25:** In our most recent financial year, auditors again travelled 1.2 million miles by car, but this covered 238,000 audits – a 17% increase in audits with no increase in mileage. We estimate this will also result in approximately 260 tonnes of CO₂ emissions.

We are pleased to see a consistent, but gradual, decrease in mileage claims over the last 20 months. This is largely down to our efforts to promote green modes of transport, and increase auditor recruitment to be able to reduce the number of auditors taking lengthy trips to reach distant audit locations.

The following sections detail the ways in which we're reducing these emissions to make Serve Legal's operations more sustainable.

CAR MILEAGE CLAIMED 2023-2025



Green Mileage Scheme

Since our last report we have continued to encourage our auditors to use green methods of transport by promoting our Green Mileage Scheme. We now offer 20p per mile to auditors who travel by foot, bike, scooter, or any other carbon free mode of transport, double the 10p offering in our last CSR report.

We are proud to see auditor's using our Green Miles Scheme across all months of the year, making the most of both cheaper and more sustainable transport methods. During our 2021-22 financial year, we were glad to be rewarding auditors for an average of 541 green miles every month. During our financial year of 2024-25, we were proud to see this increase by a staggering 406% to an average of 2,200 green miles claimed per month. We are thrilled to see a consistent growth in green milage being utilised by our auditors.

We continue to promote our Green Mileage Scheme through our various auditor communication channels, including our monthly auditor newsletter, social media, initial briefing information and word of mouth.

Auditors can attain our Green Auditor of the Month award at the end of each month, along with our Green Auditor of the Year award given out in January. Over a couple of occasions across the year, we host one off green mileage challenges, encouraging auditors to take us walking to cycling for the month to be entered into a prize draw.



Commuting to the Office

All of our office staff currently commute using green or public transport methods; train, tube and cycling. When selecting the Serve Legal office location, a high priority was placed on proximity to convenient train and tube stations as well as ensuring the availability of a safe and secure place to store cycles, in order to facilitate greener (and cheaper) travel choices. Serve Legal is also registered with the Cycle to Work scheme to enable office-based staff to access more affordable cycles and encourage greener commuting.

With a large proportion of our team working remotely across the UK, Serve Legal actively encourages travel by train, rather than higher-carbon car and plane transport, when quarterly office-based meetings and events require full-team attendance.

We continue to encourage both internal staff and auditors to prioritise public transport wherever feasible, aligning with our commitment to reducing our environmental impact.

Key Metrics:

- A increase in Train Travel:
 - H1 FY24/25: 252 train bookings, covering 28,575 miles. (increase in H1 compared to FY)
 - FY23/24: 394 train bookings, covering 46,846 miles.
- A reduction in Flights:
 - H1 FY24/25: 2 flights, covering 706 miles.
 - FY23/24: 11 flights, covering 3,960 miles.

We have successfully increased our average green miles per month from 1,560 miles in FY23/24 to 2,230 miles in H1 FY24/25, reflecting a growing commitment to sustainable travel.

To further minimise travel-related emissions, the Party Planning Committee has organised 2 out of 3 social events outside London in the first half of FY24/25. This approach reduces travel miles for the internal team and will be continued through the remainder of FY24/25. Team members are incentivised to carpool to social events by receiving double the mileage rate for shared journeys.

In FY24/25, we adopted TrainHugger, a new train booking platform that promotes sustainability by planting a tree for every train journey booked through its service.

These measures demonstrate our ongoing efforts to reduce our carbon footprint while fostering a culture of environmental responsibility within the organisation.

System Investment for More Efficient Audit Batching

As part of our on-going investment in developing the Serve Legal system, we are exploring how to increase the efficiency of audit batching to ensure that auditors are always given the most time and travel efficient set of audits to complete. Our development plans for automated audit assigning will create efficiencies and reduce the total mileage of audit batches as our system would be able to find the most efficient routes; more effective than a human creating batches by manually viewing a map. This has yet to be something we have accomplished, but it is on our development list for the near future.

In the meantime, we are improving the way Area Managers view and manage audits, introducing a map-based interface to replace traditional list formats. This innovation streamlines the process of assigning audits, making it easier to optimise batch efficiency. By working directly from a map, Area Managers are less likely to overlook audits and are better equipped to identify opportunities for incorporating additional sites into the most efficient routes. This enhancement supports more effective planning and contributes to overall operational efficiency.

Reducing Electricity Use

In our office and home working environments, Serve Legal staff are regularly encouraged to reduce their individual energy consumption by unplugging electric devices once they are fully charged and switching off these devices at the end of the working day.

In our office, a minimal lighting policy is followed during the spring and summer months when sufficient natural light reduces the need for electric lights to be switched on. The use of a communal dishwasher is also encouraged to reduce the need for hot water when individually washing items.

Investing in Sustainable Carbon Offsetting Programmes

As of our last CSR review in the 2021-22 financial year, we did not offset the carbon emissions generated by our auditors' activities, highlighting an opportunity to enhance our sustainability efforts moving forward.

On average, 39 trees are needed to offset one tonne of CO₂. This year, we have made significant progress by planting nearly 1,700 trees through Ecologi, successfully offsetting 16% of the carbon emissions generated by auditors' petrol usage. As we continue to promote green modes of transport, expand our auditor network to reach the more remote areas of the UK, and invest in additional tree planting initiatives, we aim to steadily increase our contribution year after year.

Reducing Waste

In order to proactively reduce our waste, all Serve Legal staff adhere to a printing ban on non-essential materials and we strongly encourage all internal and external meetings to be paperless. Our Reusable Water Bottle Scheme reduces the use of single-use plastic bottles across our teams and all office staff are strongly encouraged to avoid single-use plastics when buying packaged lunch. Where plastics are used in our office, Serve Legal runs its own recycling provision, despite this service not being offered by the wider office building, as we believe it is important to manage our waste responsibly wherever this is possible.



The nature of our work means we regularly require our auditors to purchase age-restricted and grocery items as part of their audits. While we do not dictate which specific products our auditors choose, we do encourage consideration of packaging on all purchases. Each online briefing document reminds auditors to help us help the planet by recycling the packaging of their purchases, or choosing items which do not have packaging, such as a piece of fruit. Our briefing documents are updated quarterly to give further recommendations and advice.

Looking after our People and Clients

At Serve Legal, our success comes from the people we work with and the focus we place on building strong, long-lasting relationships. Our 'human-model' approach to managing our auditor community and our consultative offering to clients have helped us to build the business that Serve Legal is today. That's why we place so much importance on building a happy, healthy, safe and enjoyable working culture as well as ensuring we reward our people for the contributions they make. Our clients stay with us because they see the value in our efficient, reliable and transparent service, as well as our clear focus on quality assurance and continually driving improvement in operational compliance. In this section we cover the key ways we ensure our people and clients feel valued and looked after.

Staff and Auditors

Fair and Competitive Employee Benefits

We strongly believe that people who feel valued and looked after by their employers become more motivated, passionate and fulfilled by their work. At Serve Legal, we understand the importance of offering meaningful support and rewards for our hard-working teams which is why we offer a generous benefits package for our core teams; significantly exceeding statutory requirements for holiday entitlement, pension contribution, sick pay and maternity and paternity pay. In addition to our competitive salaries, we offer most of our employees [JG1] a performance-based annual bonus scheme of up to 10% of salary because we recognise the value in rewarding great performance and encouraging our teams to be the best they can be.

Our auditors are a hugely important part of our business and so we feel it's important they're paid fairly and efficiently for their work. Auditors are paid in addition to their free items, bonuses and reimbursed travel costs and pay per audit rates are continually assessed to ensure the pay is appropriate for the time taken to do the work. All of our auditors are paid fortnightly via PAYE; setting us apart from most 'mystery shopping' companies which require their shoppers to be self-employed and manage their own tax returns. The product allowance, profit margins and transport expenses we give to our auditors are consistently reassessed to ensure auditors are making a competitive profit on each visit they complete. As we have been challenged with the cost of living crisis over the last few years, with fluctuating fuel costs and inflation rates, this has led to quarterly valuations of fuel prices to ensure auditors are being compensated for their travel.

Effective Health and Wellbeing Provision

Serve Legal has always been aware of the need for a happy and supported work force in running a successful business. Our wellbeing policy is one that is under constant review by our Senior Management Team and Staff Council, with each and every member of internal staff to offer suggestions as to what would support their wellbeing at work. Over the last year we have continued to encourage staff to utilise the offering we have. Our current Health and Wellbeing Policy includes the following offers to ensure our teams stay happy and healthy:

- Company-wide policy against sending 'out of hours' emails to protect everyone's valuable nonworking time.
- Expense allowances to improve the working environment of our many home-based employees



- Monthly company contribution and travel allowance towards staff meet-ups for our home-based employees to encourage socialising within our remote teams.
- Monthly coffee allowance for all employees to encourage a change of scenery or improved focus in the working environment.
- One Wellbeing Day per year for all core team staff. Additional to Annual Leave allowance, this day is designed to allow all staff to take a day off to learn new skills, improve their mental health or support their community.
- Quarterly company socials are a key part of our calendar, allowing us to bring the team together and let our hair down!

We were thrilled to see these initiatives acknowledged in March 2025, when we were recognised by the Better Society Awards' Employee Wellbeing Award, for our efforts to support our team in their work.

Equal Opportunity Policy

In accordance with the Equality Act (2010), Serve Legal is committed to equal opportunities for all employees in respect of recruitment, promotion, career and personal development. Any selection for recruitment or promotion is based solely on ability, qualifications and suitability for the work as well as potential for the future. We believe that a diverse workforce with people from different backgrounds can bring fresh ideas, thinking and approaches which improve business performance, as well as reflecting a diverse customer base.

We do not tolerate direct, indirect, perceptive or associative discrimination against any person on the grounds of actual or perceived race, religion, philosophical belief, age, sex, marital status, sexual orientation, gender reassignment, pregnancy or maternity, disability or secondary issues arising from a disability.

It is the responsibility of all staff in their daily actions, decisions and behaviour to endeavour to promote these concepts, to comply with all relevant legislation and to ensure that they do not discriminate against colleagues, customers, suppliers or any other person associated with the organisation. All staff must also report any acts of discrimination, bullying and harassment that they witness to their line manager, a senior manager or HR.

Modern Slavery Policy

Modern slavery is a crime and a violation of fundamental human rights. It takes various forms including slavery, servitude, forced or compulsory labour and human trafficking; all of which involve the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain.

In accordance with the Modern Slavery Act (2015), Serve Legal has a zero-tolerance approach to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships and to ensure modern slavery is not taking place anywhere in our own business or our supply chain.

Ensuring Our Suppliers are also Operating Responsibly

Serve Legal does not have an extensive list of suppliers as we manage most of our operations in-house. However, we do work with several companies and individuals who support us with payroll, our system development and our training and consultancy needs. In all cases, we ensure the suppliers we choose to work with are operating responsibly and adhere to our clear policies on how we treat the environment, people and society.



Championing Diversity Through the Business

We're proud to have a diverse range of people working in our business and our current figures show that we employ a higher proportion of 16-24 year olds and members of the LGBT+ community when compared to the overall population of the UK. To meet our commitment to ensuring equal opportunities are offered, we used an anonymous survey to build an accurate picture of the make-up of our workforce.

	Ethnicity (% nonwhite)	Gender (% female or non-binary)	Sexuality (% LGBT+)	People with a disability
Serve Legal Internal	8.8% non-white 26.3% non-British	53.10%	21.80%	21.80%
Serve Legal Auditors	24.2% non-white 27.6% non-British	69.40%	26.30%	26.30%
UK average	19.30%	47%	3.80%	23% (working age adults)

	16-24	25-34	35-44	45-54	55-64	65+
Serve Legal Internal	43.80%	43.80%	3.10%	0%	9.30%	0%
Serve Legal Auditors	86.50%	2.20%	1.60%	4.90%	3.20%	1.60%
UK average	11.70%	13.50%	13.00%	13.30%	12.60%	

Sources: Office for National Statistics and UK Government

Since our last report in 2022, the percentage of our auditor database over the age of 24 has increased by 9%. We have also seen a 5% increase in non-british auditors and 10% increase in non-white auditors. Internally, we have seen a slight increase in the percentage of women and non binary staff in the business as well as a 7% increase in staff who have a disability.

Our Senior Management Team is 40% male and 60% female, with the whole team aged under 40 years old; in the last two years we have seen 3 member of the SMT, promoted to Director roles, with all three of these staff members joined the business at age 18, as auditors. This demonstrates how our significant focus on youth employment and championing talented young people is present across the entire business.

Looking to the future, we plan to keep our diversity statistics under frequent review and focus on improving the balance of opportunities offered to those of all genders, sexualities, ethnicities and personal backgrounds.

Supporting Disadvantaged Groups

We have recently begun collecting data on the 16 disadvantaged groups outlined by on the government's website. We have taken active steps to ensure that our opportunities are being fairly promoted and made accessible to individuals from these backgrounds. We remain committed to continuously reviewing and improving the inclusivity of our offerings.

In this section of the survey, respondents were allowed to select all categories that applied to them. As such, the total percentage in the accompanying table exceeds 100%, as individuals may identify with more than one disadvantaged group. For example, a person might identify as both BAME (Black, Asian, and Minority Ethnic) and as a Care Leaver, and would therefore be counted in both categories.

The definitions and criteria used for these categories are based on those provided by the UK Government's official guidance on identifying disadvantaged groups.

Disadvantaged Group	Percentage
Not Applicable	50.00%
People with parents whose highest qualification was secondary school	21.00%
Individuals with physical or mental disabilities	21.00%
Individuals on low incomes	12.40%
Black, Asian, and minority ethnic people, including Gypsy and Traveller communities	11.30%
Recipients of free school meals or parents of children receiving free school meals	7.50%
Survivors of addiction or domestic violence	5.90%
Those attending schools with below-average attainment	3.80%
Young people with English as a second language	2.70%
Lone parents responsible for dependent children	2.20%
Prefer Not to Say	2.20%
Long-term unemployed or those from workless households	1.60%
Care leavers	1.60%
Young people not in education, employment, or training (NEET)	1.60%
Homeless individuals or those in insecure housing	0.50%
Military veterans	0.50%
Ex-offenders and families of prisoners	0.50%
Asylum seekers, refugees, or their children	0.00%

Safeguarding Auditors

Our briefing information always recommends that auditors do not consume any products purchased on Serve Legal audits. We recognise however, that this is not realistic and we're aware there is a risk we are exposing young people to age restricted products, who otherwise may not be. We continue to prioritise the safety of our auditors by responsibly managing and educating them about the potential risks associated with the following products.

- **Alcohol:** All audits are visually checked by approvers who are trained to flag any unusual behaviour, purchase of high alcohol content drinks or spending above the recommended level. Area Managers are then able to raise any concerns with their auditors.
- **Tobacco:** It is fortunate that there tends to be a low uptake in smoking among the demographic with which we work. Each quarter, our briefing documents are checked and updated with 'Smoking Kills' promotional material to remind auditors of the dangers of smoking.
- **Knives/blades:** All knife/blade audits operate a returns policy. All auditors are required to return the item to the store before leaving the site. We will not entertain audit processes where this is not agreed with the client.
- **Gambling abuse:** All our gambling briefing information warns that anyone who believes they may have a problem with gambling should contact their Area Manager and should not complete any gambling audits, they are also pointed towards tools and information that may support them with this. We are clear that this will not affect us offering the auditor work. As previously mentioned, all audits are eye balled by approvers who are trained to flag any potentially problematic behaviour i.e., long amounts of time/high spends on FOBT (Fixed Odds Betting Terminal) machines and/or high spends on over the counter bets. We also conduct a quarterly review of gambling audits, which allows us to identify any purchase costs that may have been missed at approving stage or any problematic spending habits, giving our AMs an opportunity to intervene where necessary. If we suspect any potential gambling problem, we will not continue to offer this work to the auditor.
- **Tanning salons:** On all our tanning salon briefing information, the auditor is strictly told that they should not use the tanning bed and we will never agree to conduct any audits that require use of the beds. The cost of the tanning bed is covered in the audit pay, so auditors do not lose money should they decide to use the bed, or not.
- **Media compliance:** All auditors are advised that they must not enter any site at which they feel uncomfortable or threatened. We provide detailed briefing information to our auditors on how best to plan for and carry out these audits to ensure they are as safe as possible. During media compliance audits, we always have a member of staff on call to assist auditors out in the field. If an auditor reports an issue at any location, this is added to our incident log and depending on the circumstances, we may choose to blacklist that site from further testing.

We have remained consistent in our promise to conduct quarterly reviews of purchase cost data to identify any unhealthy spending trends, so that Area Managers can keep transparent and supportive relationships with every auditor. From this openness, our team can manage the work offered to these employees to keep their safety and wellbeing at heart. At present, this review is conducted manually but we plan to utilise our investment in Microsoft Power BI to streamline this process and more efficiently identify when an auditor may need intervention from their Area Manager.

In general, we are increasingly pushing clients towards a 'No ID' audit process where the need to purchase any age restricted item is largely reduced. This has grown by 8% over the last 4 years, to now account for 43% of our age verification work. Many more clients are also opting for 'refund' audits where mandatory refunds of knife and vape purchases are required by the auditor, for our team to accept the audit.

All of our audit processes are regularly assessed by an independent health and safety professional to ensure they are safe for auditors to follow.



Our Tips and Docs tab, available to all auditors on their account, is frequently updated with substance use, gambling addiction and mental health support – directing auditors to both internal and external organisations who can offer support. These documents are also sent to new audits during the briefing and acceptance process, to ensure they feel supported from the beginning of their relationship with us.

Creating Opportunities for Growth and Skills Development

Prospective auditors do not require any qualifications, access to transport or prior experience to work with us. We are proud to provide an opportunity for young people to gain transferable skills and initial work experience that can then be demonstrated throughout the next steps of their career development, whether that is with Serve Legal or not.

Given the age-restricted nature of a lot of our auditing work, we believe it is important that opportunities are created for auditors who show talent and commitment to build upon their skills. Expanding the range of non-age-restricted work has been a business priority in the last few years; one that we are pleased to have upheld. We now have current and new clients beginning allergen, compliance, customer experience and loss prevention audit programs with us, that allow our auditors over 20 to continuing to work with us.

Opportunities to work within our core team are strongly advertised to our auditor community and our Area Managers actively encourage their auditors to apply for these vacancies. Over 77% of Serve Legal's current core team started with the business as an auditor and now fulfil roles within Operations, Data & Systems, and the Client, Sales & Marketing teams. We are pleased to see that this is a 4% increase on our 2021-2022 financial year. Opportunities to work across different departments is also encouraged to expand skillsets and to support young people in finding their best fit. For example, Jenni Garratt joined as an auditor on her 18th birthday before becoming a part-time Assistant Co-ordinator within the Operations team, moving to a full-time split role as an Area Manager and Client Manager which led to her to Department Manager of the Client, Sales & Marketing team before being finally promoted to her current role of Director in July 2023.

We ensure that our roles offer a range of working patterns and style to account for people in different stages of life. For example, our Flexible Approver roles can include flexible hours across mid-week daytimes, evenings and weekends, to fit around university schedules, other jobs and personal commitments.

All of our staff are encouraged to seek out opportunities for training and development, including those in part-time, flexible roles, as well as being actively invited to complete role-specific training. Additionally, leadership development training is run at least once per year for promising and talented individuals to ensure our teams are empowered to progress within the business.

The Serve Legal Foundation – Talent Sponsorship

In 2023, we launched an exciting new career development initiative: The Serve Legal Foundation. This strategy reflects the continued commitment of our Board and Senior Management Team to nurturing talent from within our auditor community. Many members of our SMT began their own careers at Serve Legal, and they are now dedicated to creating similar opportunities for the next generation.

The Foundation's mission is to invest in and support auditors who demonstrate exceptional potential, helping them transition into long-term, meaningful roles within the organisation.

The inaugural recipient of the Serve Legal Talent Sponsorship in 2023 was former Auditor and current Marketing Executive, Catriona Jolley. Catriona joined Serve Legal in 2020 after completing her A Levels. While studying for her degree, she worked part-time as an Assistant Coordinator and Weekend Operations Assistant. In her final year, she took on an expanded role in our Marketing Team, collaborating closely with our Client and Sales teams.



To support Catriona’s academic and professional development, the Serve Legal Board introduced the Talent Sponsorship. The program provided a bursary to help with tuition and living expenses during her Master’s degree, along with flexible, study-friendly working hours. Additionally, she was offered a two-year post-graduate role within Serve Legal. Since completing her Master’s, Catriona has advanced to lead our growing Marketing Team—a testament to her hard work and the value of the sponsorship. We are proud to support employees in pursuing their academic and personal goals while building their careers.

In 2025 our Talent Sponsorship was awarded to Area Manager Abby. Abby has recently begun completing HR CIPD Level 3 qualification having expressed an interest in moving from the Operations Team to our Human Resources team to offer further support. We are incredibly excited to see Abby’s career contribute to grow and develop here at Serve Legal.

The Serve Legal Talent Sponsorship is a unique opportunity and, while not an annual program, it represents our long-term commitment to recognising and developing outstanding talent within our team.

Clients

Maintaining and Improving Customer Satisfaction and Retention

As a flexible SME business, taking a service led approach with clients has always been a major focus and stimulus for Serve Legal’s growth. Harnessing a consultative style, we focus on developing a bespoke audit solution with every client to deliver the maximum impact to improve performance and provide high levels of satisfaction. With such an intrinsic focus on client delivery across all company functions, we provide a reliable and accurate service that not only fosters strong client relationships, but also leads to very high renewal rates over many years. We have developed a clear set of customer-focused company and contractual KPI’s that ensure our delivery, responsiveness, communication and customer engagement will always remain front of mind in our team’s daily approach to work.

Our commercial team maintain high levels of client contact via regular video conferencing, calls, forums, webinars and account meetings to offer recommendations, respond to needs/feedback and provide actionable data insight to help improve performance. Over the past few years we have also been able to run four complimentary forums for our clients, to develop relationships with the Serve Legal team and learn best practise solutions. All of our major clients have successfully improved their compliance performance from through our pro-active and collaborative approach. Where errors occur, we take great care to apologise and provide swift updates and solutions. Providing added value is an important aspect of our customer care and, as a central hub to many clients, we share best practice, unique benchmarking data and intelligence from government and regulatory actions. To avoid working introspectively, we run regular client satisfaction surveys which have confirmed very high levels of satisfaction but also useful feedback helping us to enhance our service.

Our 2025 Client Satisfaction Survey provided us with valuable insights and overwhelmingly positive feedback from our clients. We’re proud to have received an average rating of 4.7 out of 5 stars for overall satisfaction, and an impressive 4.9 out of 5 stars for clients who would recommend Serve Legal to another company or business. We’re glad to be recognised as a reliable and trusted partner for the businesses we support. The survey also offered helpful constructive feedback on individual client needs and comments, which we are committed to addressing and improving on immediately.

We’re very proud that 50% of our 50 highest revenue clients have been with us for over 10 years.

The Serve Legal Guarantee

In 2023, we introduced the Serve Legal Guarantee, a key enhancement to our Service Level Agreements that underscores our dedication to client satisfaction. This initiative reflects our commitment to maintaining a customer-first approach by adhering to clear company and contractual Key Performance Indicators. These KPIs ensure that delivery, responsiveness, communication, and engagement are integral to our daily operations.

The Serve Legal Guarantee includes a promise to respond to client queries within four hours and resolve them within 48 hours, fostering swift and efficient communication. It also incorporates fundamental pillars such as speed, delivery, accuracy, security, ethics, corporate social responsibility (CSR), and assurity, which collectively define the high standards we uphold in service delivery.

To further enhance accountability and performance, we track operational errors as a major KPI, providing insights for continuous improvement. Our structured program of account meetings ensures regular and transparent collaboration with clients, while an agreed auditor rotation promotes integrity and impartial oversight. Additionally, our adherence to stringent data security protocols, accredited by ISO standards, demonstrates our commitment to protecting client information.

Ensuring the Quality of Our Services

Serve Legal have a number of systems and procedures in place to ensure that our audit process, from assignment to approval, is as error-free as possible.

Each auditor is managed individually by our team of dedicated Area Managers who develop strong relationships with their auditors through regular calls and texts. If an auditor is conducting a type of audit for the first time or there has been any change in process, our Area Managers make contact to ensure that the auditor not only knows what is expected of them, but is confident in their ability to deliver to the required standard. Auditors are also provided with bespoke briefing documents for each type of audit, allowing them to read and familiarise themselves with all of the required process. It is through this 'human-model' approach to managing our auditor community that Serve Legal is able to deliver such high levels of audit completion (99.99%) and data accuracy (99.86%).

In terms of our system, our Serve Legal portal allows auditors to easily view their upcoming audits and gives them the chance to read through the questions they'll need to answer before they conduct the audit. Where possible, the potential for human error in reporting has been minimised through the implementation of bespoke receipt reader technology which extracts receipt codes without the auditor having to manually input this information.

Once an audit report is submitted by our auditors, it is sent to our Approving Team who are specially trained to review and scrutinise all types of audits. This stage in our process ensures that all reports are checked, and if necessary corrected or reset, before they reach our clients.

We track all auditor 'pass rates' in live time; this allows us to constantly ensure we're providing a fair test to our clients. Pass rates are visible to our Approving Team when approving each audit and, to ensure there are no sudden changes to our auditors' appearance, all auditors are required to update their profile photo on a monthly basis.

Quality Assurance Programme

The Quality Assurance (QA) programme takes a thoughtful and comprehensive approach to safeguarding the well-being of auditors. This programme focused on four key areas:

- **Accompanied Audits:** Accompanied audits provide personalised feedback to auditors, address challenges, and reinforce emergency protocols in a supportive and inclusive environment. These sessions also allow managers to gather feedback from auditors on how the company can better support and develop them.



- **Auditor Well-Being:** We conduct frequent well-being checks for auditors, particularly those involved in potentially addictive processes, offering resources and support for addressing concerns. Our onboarding process equips auditors with health and safety knowledge, emergency contacts, and an opportunity to share personal or cultural needs, while fostering inclusivity by collecting preferred names and pronouns.
- **Auditor Rewards:** Quarterly accompanied audits focus on professional development and safety. To combat loneliness and strengthen connections, annual Auditor Social events are hosted by full-time staff across the UK.
- **Preventing Errors:** Proactive data analysis and clear processes help us identify and prevent potential issues before they arise. Detailed error reviews and follow-ups ensure continuous improvement by supporting and retraining auditors as necessary.
- **Investigating Errors:** With an impressively low error rate of 0.35%, any mistakes are thoroughly investigated. Area Managers and Auditors collaborate to resolve issues and implement measures to prevent future occurrences.
- **Training Auditors:** We offer detailed and engaging training programmes that support auditors during onboarding and throughout their roles. Training materials are available in written, video, and interactive formats to accommodate diverse learning preferences.
- **Engaging Auditors with the Business:** Auditor engagement is encouraged through rewards programmes, social media campaigns, and events that celebrate achievements and foster skill development for future career opportunities.

Commitment to Clear Communication With Clients

Our dedicated Client Services Team is responsible for the swift resolution of client queries resulting from completed audits. We work to respond and resolve all queries within a target timeframe of 48 hours and our clear focus is to enhance the quality, accuracy and delivery of all audits. We were proud to have met this target 98% of the time across the 24-25 financial year. The Client Services Team constantly seeks to improve and refine auditing processes by acting as a conduit between the different departments within the business. The team use clear KPIs to monitor overall performance to ensure targets and objectives are met. In 2023, we were thrilled to be awarded as the winner of the Growing Business Award's Customer Experience and Loyalty award, for the high standard of service that we offer to our clients. In 2025, we were shortlisted by the Elite Business 100 awards for the Moneypenny Customer Service of the Year award. We are proud to offer an impeccable service to our clients.

To properly keep clients up to date with news from within Serve Legal and of ever-changing compliance laws and current trends, we provide a quarterly newsletter for their benefit.

Creating a Positive Impact on Society and our Communities

Serve Legal was founded from a desire to support retailers to operate responsibly and protect young people from the dangers of underage drinking; so helping to make our society and communities safer really is at the heart of what we do. Our services are now supporting hundreds of businesses to offer a safer, more customer-focused and lower risk service whilst Serve Legal simultaneously provides meaningful and flexible work to young people; helping them to develop their skills as they begin their working life.

Contributing to a Better Society

Research suggests that around 50% of children in the UK have tried alcohol before the age of 14 (Rehab Guide, 2021). This alarming statistic underscores the importance of our work at Serve Legal, where we support clients in protecting young people from access to alcohol and other age-restricted products.

Through our age-verification testing, delivered to nearly all major UK supermarkets and convenience stores, we've helped drive significant improvements in compliance across our client base. Our services offer businesses the confidence that their age-verification policies are being properly implemented, helping to prevent underage access to restricted items.

In response to the growing concern over knife crime—particularly incidents involving young people—we have taken proactive steps over the past year to engage clients in important conversations around knife safety. This includes reviewing internal retail procedures and discussing the responsibilities of third-party couriers. Serve Legal works closely with leading retailers to ensure knives are not sold to underage customers, reinforcing robust age-verification practices and supporting community safety. As this issue remains urgent, we are committed to using our voice to promote responsible retail and delivery practices that prevent knives from reaching underage individuals.

We also responded to a critical public health issue following the tragic and preventable deaths of allergy sufferers Natasha Ednan-Laperouse and Owen Carey. In partnership with Anaphylaxis UK, we developed the Allergywise Audit Programme, which evaluates how well food-to-go outlets and restaurants implement their allergen policies and support customers with allergies. Our goal is to help businesses confidently serve allergy sufferers and give those customers peace of mind when dining out.

Supporting Charities in Line With Our Values

In November 2022, we launched a long-term charity partnership with Young Minds, supporting their mission to improve young people's mental health—a cause that remains central to our values through 2025.

We actively engage our auditor community in wellbeing initiatives that align with this mission. These include themed competitions during the Women's Football and Men's Rugby World Cups, and a #NationalWalkingMonth challenge, all designed to promote physical activity and mental wellbeing. Auditors not only had the chance to win prizes but also contributed to our charitable efforts.

Staying true to our values, we forgo sending Christmas cards in favour of making annual donations to a homelessness charity. In October 2023 and 2024, our team participated in Young Minds' #HelloYellow day, raising awareness and funds for youth mental health.

Thanks to the combined efforts of our internal team and auditor community, we have proudly raised over £1,000 each year for Young Minds.

In recognition of our charitable work and broader mission to help retailers protect their customers, colleagues, and businesses through better compliance, Serve Legal was shortlisted for the Philanthropy and Impact Company of the Year at the Better Society Awards in March 2025.

Supporting Food Banks

While many of our audit tasks involve purchasing a small food item to obtain a receipt, some procedures—such as click and collect or home delivery audits—require the purchase of a full basket of groceries. Auditors are free to choose the items they buy, and we've been deeply moved by the number of auditors who have chosen to use these opportunities to purchase non-perishable goods for donation to their local food banks.



Several auditors have gone above and beyond, combining their audit responsibilities to donate car boots full of essentials such as pasta, soup, and toiletries to those in need. These acts of kindness have not gone unnoticed—Serve Legal proudly celebrates and rewards these charitable efforts within our auditor community and across our social media platforms, encouraging others to follow their example in supporting local food banks.

Expansion and Rising to Client Needs

Over recent years, we have expanded our offering to better meet client needs and tackle evolving compliance challenges. Serve Legal now delivers nine core services and six additional services—each originally developed in response to a specific client request and later rolled out more broadly to support others with similar needs. Beyond these, we provide six further Serve Legal Labs services and programmes. We are also actively involved with Store Checkers—our latest acquisition—which brings added expertise in the exam and Business Improvement District (BID) sectors.

Across all our services, Serve Legal remains committed to protecting both customers and businesses from compliance failures, whether that involves underage sales, staff training gaps, risks from biased AI technologies, or harmful gambling practices.

Serve Legal Labs

In February 2025, Serve Legal launched a new subdivision: Labs. This innovative suite of services is designed to support both retailers and technology developers in the rollout and refinement of emerging technologies, particularly those involving digital ID and age estimation.

Leveraging our extensive auditor network, and underpinned by academic research in partnership with Durham University, Labs provides a unique, evidence-based approach to testing and validating the accuracy and fairness of new technologies. Our services ensure that these tools are inclusive, reliable, and effective in real-world environments.

To safeguard privacy and ethical use of data, all images captured during Labs activities are stored securely on Serve Legal systems, within encrypted AWS S3 buckets, in accordance with our existing data retention policies. Participation is fully consent-based, with auditors opting in via a clear tick-box mechanism at the point of application.

In recognition of our work, Serve Legal Labs was shortlisted in March 2025 for the Tech for Good Award at the Better Society Awards, reflecting the positive impact of our investment in ethical, inclusive technology development.

Sharing Best Practice Knowledge

At Serve Legal, our consultative and client-centric approach is underpinned by a strong commitment to proactively adding value and sharing best practice to support improved compliance and performance across our client base.

We actively engage with key industry events and maintain membership in leading trade bodies across multiple sectors. This allows us to stay ahead of regulatory and industry developments and act as a conduit for best practice between clients. As a result, we regularly provide clients with up-to-date risk and compliance insights that strengthen their responsible retail strategies.

Our quarterly newsletter and fortnightly compliance bulletins deliver tailored industry updates, while our unique benchmark data offers clients valuable comparisons with peers and competitors, acting as a catalyst for performance improvement. We also conduct in-depth analysis of each client's data to uncover trends and identify actionable insights that can drive measurable results.

In addition to these resources, we host regular best practice workshops and sector-specific forums, creating spaces for clients to share experiences and exchange ideas. These sessions are consistently met with positive feedback and are a key part of our collaborative ethos.



To further support data-driven decision-making, we have invested in a state-of-the-art client results dashboard. This tool offers clients real-time access to insights and fully customised reporting, helping them track trends, monitor performance, and implement targeted improvements. Through all of these initiatives, Serve Legal continues to be a trusted partner in helping clients navigate compliance challenges and embed best practices into their operations.

Commitment to Meaningful Youth Employment

Over the past two years, Serve Legal has experienced a remarkable surge in social media engagement, leading to a more than 1,000% increase in applications. In the 2023–2024 financial year, 4,456 young auditors took on work with us—a number projected to grow to 6,500 in 2024–2025.

We take our role as a major youth employer seriously. Many of our auditors are at the very beginning of their careers, and we are committed to helping them build confidence, develop transferable skills, and gain valuable workplace experience. We are especially proud that 77% of our internal team began their journeys as auditors. This includes part-time and full-time staff at all levels of the organisation, from assistants to senior managers and directors.

Measurement

We're really proud of Serve Legal's current commitments to our planet, our people and our communities. However, we know how important it is to regularly monitor and assess our progress and continually seek to improve the way we operate. In this section, we outline how we aim to implement Serve Legal's Corporate Responsibility Policy and record the achievements accomplished as a result.

Environmental responsibility and sustainability (Responsible team)

- Quarterly report on CO2 emissions - Operations
- Assess how to incorporate core team travel emissions into CO2 emissions report
- Quarterly report on green miles claimed (vs driving miles claimed) - Data
- Understand the travel methods used to get to the office – Annual staff survey – HR

Looking after our people and clients (Responsible team)

- Six-monthly report on number of safeguarding alerts/interventions - Operations
- Six-monthly report on staff training – to include spend, staff involved and skills covered - HR
- Annual report on staff diversity with aim to expand this to our auditor community - HR
- Annual report on % core team staff who are ex-auditors - HR
- Understand staff satisfaction on pay, benefits, wellbeing packages – Annual staff survey – HR
- Assess take up/use of wellbeing offers – incorporated into appraisals (3 times per year) - HR
- Bi-annual client satisfaction survey - CSM
- Quarterly error rate report including clear actions for improvement - CSM

Creating a positive impact on society and our communities (Responsible team)

- Annual report on compliance data by sector/audit type - Data
- Annual report on amount raised for chosen charity - CSM
- Annual report on relevant awards won or selected as finalists - CSM

For any questions on Serve Legal's CSR policy, please feel free to get in touch with our team at businessenquiries@servelegal.co.uk.

