



# Sustainability Review 2023



Assessing, monitoring and managing our impact on the environment is critical to our business, and taking a responsible approach can create opportunities and help us manage risks. It helps us to comply with, and prepare for, regulation, meet investor expectations, attract and retain customers and employees, and identify and achieve energy and cost savings. This review provides a snapshot of how we have sought to manage our environmental impact during 2023, and how we intend to go further in the future.



## Carbon Footprint

We have sought to reduce our greenhouse emissions for several years, including by taking opportunities yielded by office moves and refits to install energy efficient lighting systems and optimise HVAC systems. We have measured and reported on our Scope 1 and 2 – and some Scope 3 – carbon emissions for several years, and we conduct regular energy audits across our offices as part of our compliance with the ESOS and SECR energy assessment schemes. Our greenhouse gas emissions and energy consumption as reported via SECR in 2023 are shown below:

		2023		2022	
Type of emission	Activity	kWh	tCO <sub>2</sub> e	kWh	tCO <sub>2</sub> e
Scope 1	Natural gas	37,471	7	8,341	2
	Sub-total	37,471	7	8,341	2
Scope 2	Electricity	845,403	163	591,479	126
	Sub-total	845,403	163	591,479	126
Scope 3	Grey fleet	822,255	203	536,646	125
	Sub-total	822,255	203	536,646	125
Total gross emissions		1,705,129	373	1,136,466	253
Number of Employees		2,014		2,573	
Tonnes of CO <sub>2</sub> e per Employee		0.19		0.10	

We are committed to further improving the scope and accuracy of our carbon footprint measurement. To this end, in 2023 we contracted a carbon footprint consultancy to support us with measuring a broader set of Scope 3 – as well as Scope 1 and 2 – emissions, with a view to better understanding our footprint, identifying the most effective actions we can take to further drive down GHG emissions, and setting science-based reduction targets in line with the temperature rise goals of the Paris Agreement.



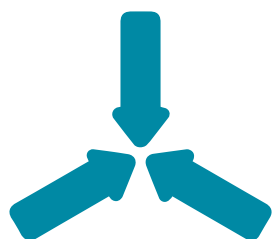


## Waste



As part of the expansion of our carbon footprint measurement to cover and reduce Scope 3 carbon emissions, we are beginning to engage with our key suppliers on climate change as part of our commitment to reduce Scope 3 carbon emissions. We purchase renewable energy for our main offices where feasible, and – in the case of office buildings we do not own – in 2024 we plan to step up our engagement with our landlords to help drive energy efficiencies.

We strive to act in line with the waste hierarchy of reducing, reusing and recycling whenever possible. The business provides relevant bins and encourages recycling across its offices.



We seek to minimise consumption of all resources and in particular consumption of non-recyclable, heavily packaged goods, and strives to purchase environmentally responsible products and services as a first option. For example, we commit to use washable equipment and crockery in its kitchens and for staff meals and to provide, and encourage the use of, reusable cups and water bottles among staff.

We adhere to the EU Directive on the recycling of Waste Electrical and Electronic Equipment (WEEE), ensuring e-waste does not go to landfill but is disposed of in a way that does not harm the environment. Where possible, laptops are donated to charity.





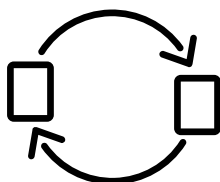
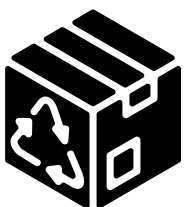
## Employee Engagement

We have an active and dedicated Green Group that meets monthly to discuss and address environmental challenges, come up with creative solutions to embed a stronger culture of sustainability within the business and promote awareness among employees through communications and competitions.

Our Green Group have worked to ensure that we request a CSR or sustainability policy from our suppliers, purchase sustainable office equipment where possible and install recycling and waste management points at each office site.

Our Green Group also contributed to the implementation of an electric vehicle (EV) salary sacrifice scheme, which offers employees the opportunity to lease an electric or hybrid vehicle at competitive rates and thus to reduce their carbon emissions from commuting and other travel. We provide EV chargers at our head office, we operate a 'cycle to work' scheme and are in the process of implementing a green loans policy, whereby employees will be able to request a loan to help with the cost of implementing home energy efficiency measures such as installing solar panels.

Other employee-focused green initiatives include 'Swap Shops' in each office to reduce waste and enable items to be reused, and many staff use their Giving Back Days to take part in litter picks or other environmental projects to improve public spaces and reduce environmental waste.







## Next Steps

In early 2024 we expect to complete our carbon footprint measurement for 2023, improving the accuracy of our 2022 data. Based on this data and identification of the most suitable reduction opportunities, we will then work with our carbon footprint consultant to set targets, in line with the Science Based Targets Initiative, towards our eventual goal of reaching net-zero by 2050.

We also intend to build on this review and publish a comprehensive ESG report in Spring 2024. This will be based on the 'materiality assessment' we undertook in 2023 to identify the key ESG issues that are most relevant to the company and its stakeholders and will outline our strategy, metrics and initiatives in each of these areas.

