

Transporting a greener future

2025 Sustainability Strategy & Report

Transporting a greener future

At Denholm Good Logistics, **sustainability is at the core of our mission to be your trusted partner for creative, cost-effective supply chain management and logistics solutions.** We understand that the transport and logistics sector play a critical role in making the world and the communities in which we operate more sustainable. Recognising that no business is the same, we deliver tailored solutions that empower our clients to thrive in a dynamic global economy. This includes offering our customers sustainable products and propositions that align with their environmental and corporate responsibility goals.

Our success is driven not just by innovation, but **by our people, who make up our diverse workforce and bring passion and dedication to everything they do.** Acting responsibly is one of our core values, and through our commitment to sustainability, we aim to lead the transport and logistics industry while supporting our clients' continued growth and contributing to a more sustainable future.

In 2021, our parent company, J. & J. Denholm, launched our **Environmental, Social, and Corporate Governance (ESG) strategy, which serves as the foundation of our broader sustainability mission.** This strategy is dedicated to ensuring that the resources we rely on today remain available for future generations, while fostering the continued growth and prosperity of both our business and the communities in which we operate.

Acting responsibly is one of our core values, and through our commitment to sustainability, we aim to lead the transport and logistics industry.

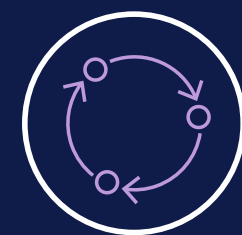
Our Sustainability Strategy

Core objectives:



Environmental Sustainability (ES) Objectives

- > **ES1** Achieve Net Zero Carbon Emissions by 2050
- > **ES2** Minimise Waste and Enhance Recycling
- > **ES3** Promote Renewable Energy Use
- > **ES4** Protect Ecology



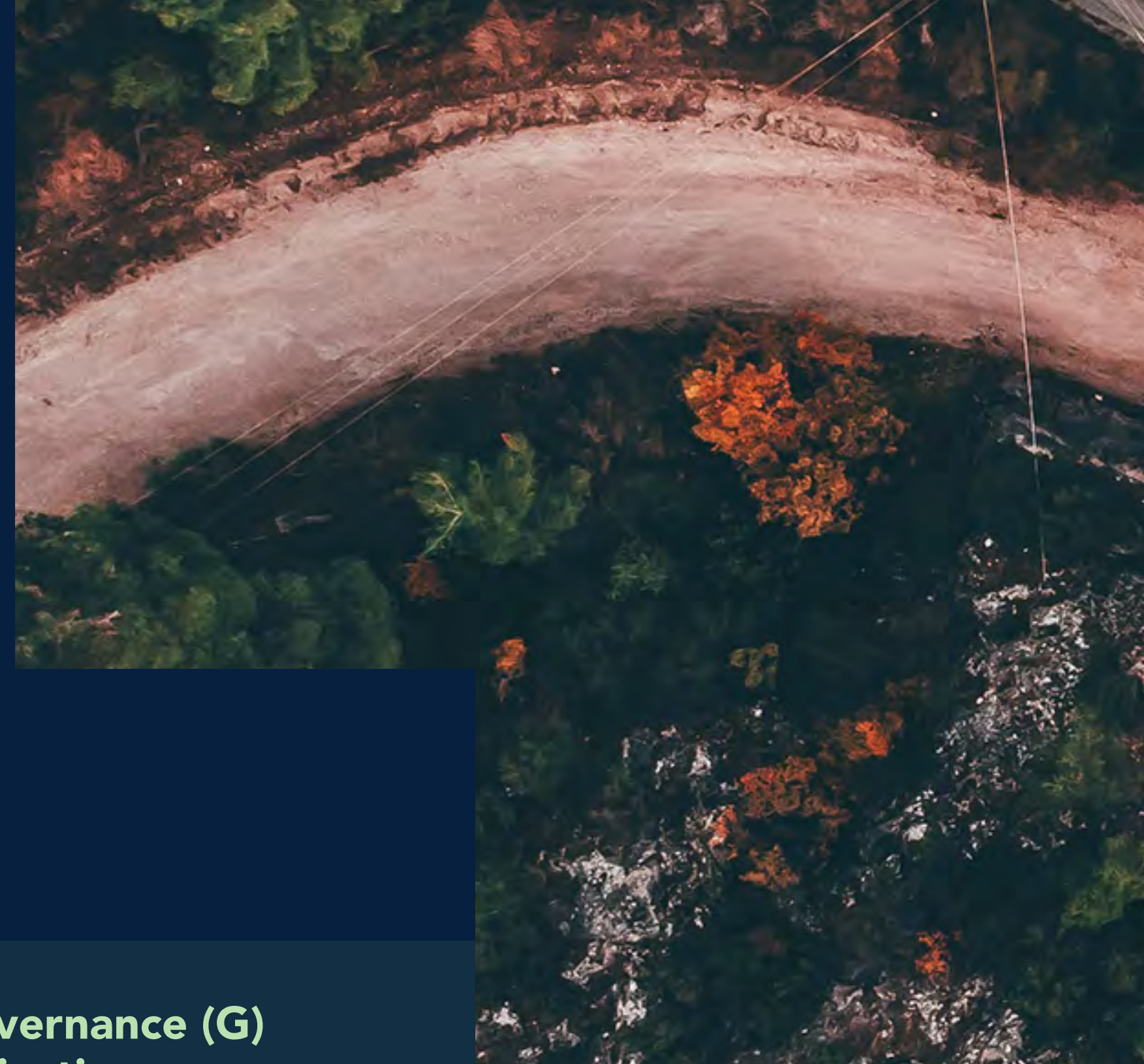
Social Sustainability (SS) Objectives

- > **SS1** Foster Employee Inclusion, Well-being and Development
- > **SS2** Support Local Communities and Charitable Causes
- > **SS3** Promote Sustainable Procurement and Ethical Practices



Governance (G) Objectives

- > **G1** Ensure Legal Compliance and Ethical Conduct
- > **G2** Promote Tax Transparency and Responsibility
- > **G3** Enhance Stakeholder Engagement and Communication





Environmental Sustainability

We recognise our responsibility to operate in a way that safeguards the environment while delivering leading transport and logistics solutions. Our approach to the Environment reflects our commitment to sustainable practices that not only enhance our operational efficiency but also contribute positively to the planet.

We are committed to integrating sustainability into the core of our operations. We aim not only to reduce our impact on the planet but also to lead the way in promoting best practices within the logistics and transport industry. Our success in this endeavour will contribute to the growth and sustainability of our business and the communities we serve.

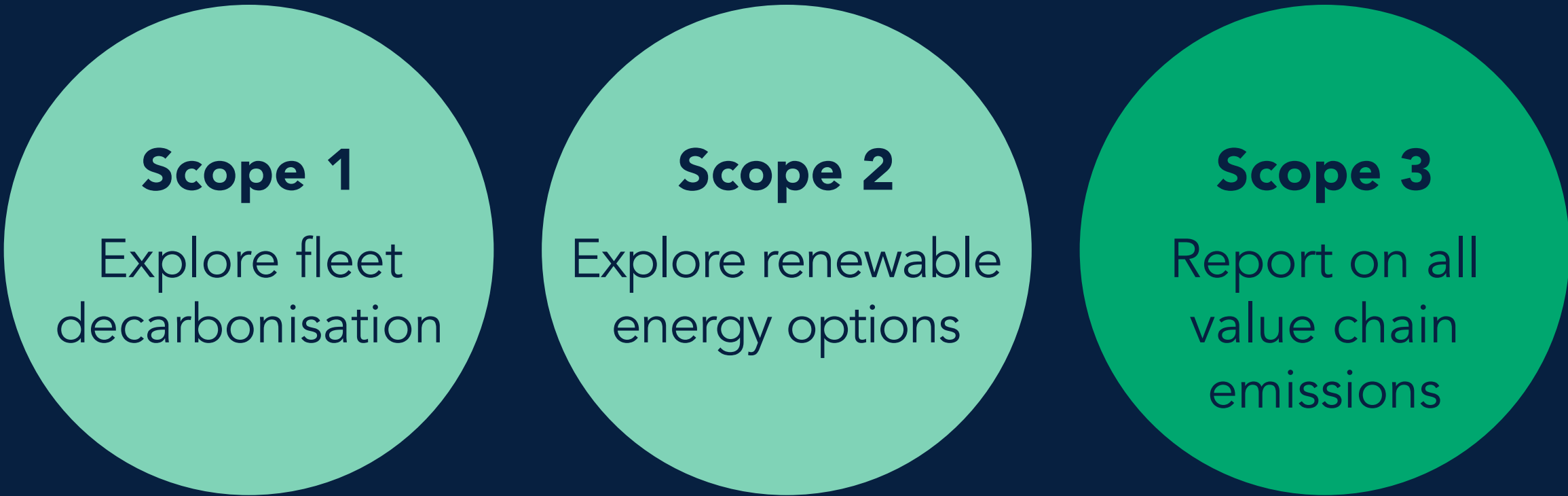
We aim to set a new standard in our industry for transparent, reliable, and comprehensive emissions reporting.

ES1 Achieve Net Zero Carbon Emissions by 2050: Aligning with global climate goals to reduce our greenhouse gas emissions

Our future plans:

We currently collect and report on Scope 1 (direct emissions from Group-owned or controlled sources) and Scope 2 (indirect emissions from purchased electricity) emissions, which are disclosed in our annual corporate reporting. In addition, we are collating selected Scope 3 emissions, focusing on key areas of our value chain. As we continue to develop our capabilities, our aim is to broaden reporting to include full Scope 3 emissions in the future.

We are committed to achieving net-zero emissions by 2050 and will explore reduction pathways for Scope 1 and Scope 2 emissions, with a focus on reducing emissions in absolute terms. This will be supported by increasing renewable energy usage, transitioning to energy-efficient technologies, and decarbonising our fleet. At the same time, we will be looking to report emissions across all categories within Scope 1, Scope 2, and Scope 3 in the medium term, marking an important step towards comprehensive emission transparency.



Our commitment to achieving net zero by 2050 includes comprehensive emissions reporting and the exploration of reduction strategies across Scope 1, 2 and 3 emissions to drive meaningful sustainability progress.

> **Climate Project Contribution Service:**
Explore opportunities in credible climate projects (e.g., reforestation, renewable energy projects) to reduce emissions around the world.

Our progress so far:
Our Climate Project Contribution Service helps businesses directly support global climate action through verified projects that reduce emissions, such as ocean plastic removal, renewable energy, and reforestation. Aligned with global standards like the Verified Carbon Standard (VCS), our service is transparent and affordable, providing certificates per shipment to track carbon reduction. A unique URL is also provided to showcase your climate contributions to customers and stakeholders. By supporting these projects, businesses help meet global climate goals, achieve net-zero commitments, and enhance investor confidence in their sustainability efforts.

Climate projects, certified by independent third parties, reduce greenhouse gases through various initiatives and contribute to the United Nations' Sustainable Development Goals (SDGs). Through our partnership with ClimatePartner, we ensure that all projects are rigorously vetted and meet international standards. Their transparency is reflected in the climate-ID pages, where companies can track and share their climate action achievements, showcasing their commitment to reducing

emissions and supporting global climate finance. These efforts, in addition to internal emission reductions, are essential for scaling up climate action worldwide.

We are specifically committed to tackling ocean plastic through while improving the lives of those most affected. This is the approach championed by Plastic Bank, an initiative that empowers individuals in Haiti, Indonesia, Brazil, and the Philippines to collect plastic waste. At local collection points, they can exchange this plastic for money, food, drinking water, or even school fees.

By reducing plastic in the ocean, the project ensures that plastic waste is recycled and transformed into "Social Plastic" – a valuable raw material for creating new products, including packaging. For every tonne of CO₂ reduced, 10kg of plastic waste is collected, contributing to a circular economy and helping to alleviate the environmental impact of both plastic pollution and carbon emissions.



ES2 Minimise Waste and Enhance Recycling: Transitioning to sustainable materials and reducing landfill contributions



> **Plastic Reduction:** Phase out single-use plastics across all operations by 2027, transitioning to biodegradable or recyclable alternatives.

Our progress so far:

Across our offices, we have successfully rolled out the use of reusable water bottles and glasses in place of single-use plastic cups at water dispensers. This initiative has been fully implemented throughout our locations, significantly reducing our reliance on plastic and promoting more sustainable practices within our day-to-day operations. By making this transition, we are not only cutting down on waste but also encouraging our teams to embrace more environmentally friendly alternatives. This is just one of the many steps we are taking as part of our broader commitment to sustainability, and we are excited to see the positive impact it will have on both our environment and our company culture.





> **Recycling Programs:** Implement robust recycling initiatives in our warehouses and offices, aiming for at least 75% of waste to be recycled by 2030.

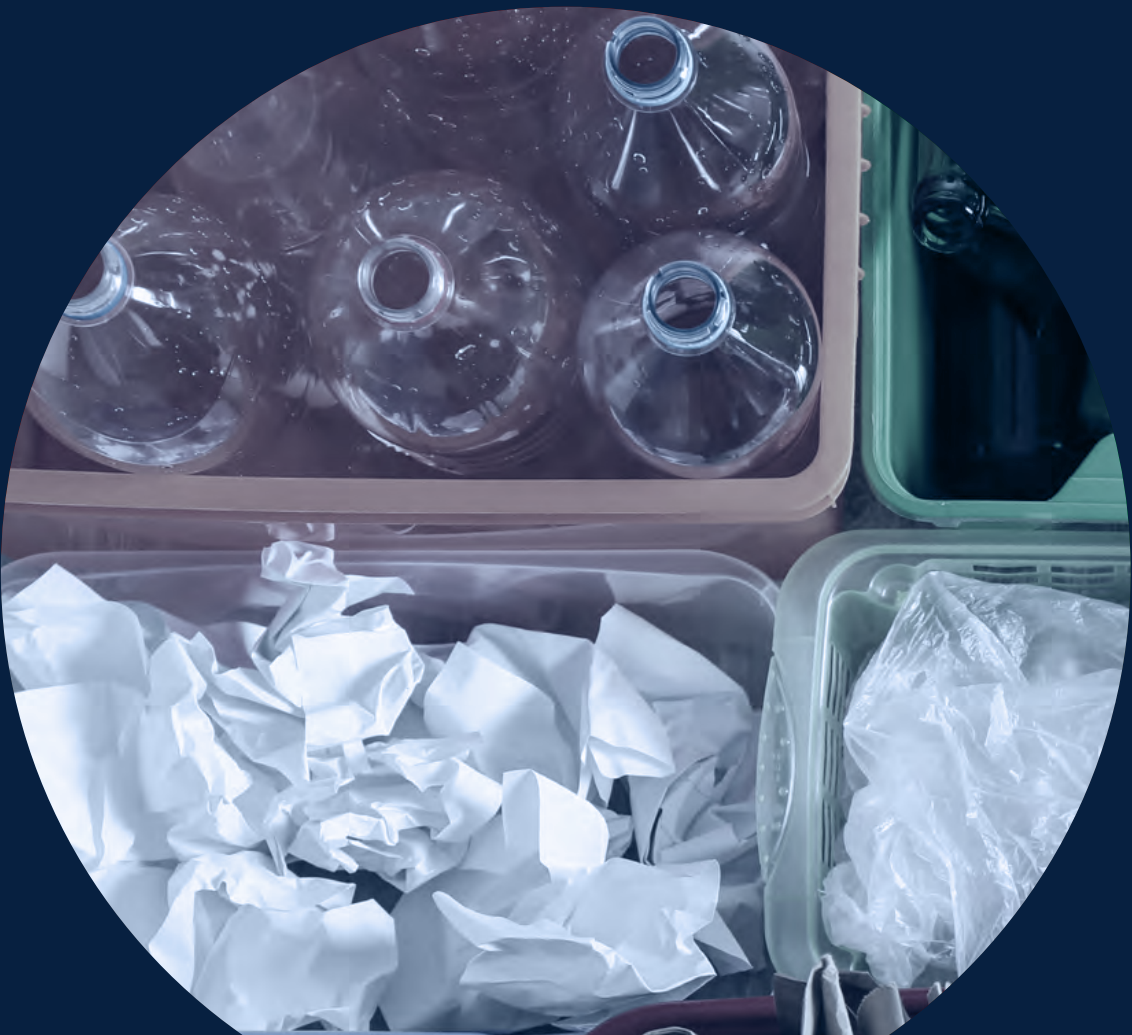
Our progress so far:

Given the nature of their work, our customs team reviews, processes, and validates documentation daily. By leveraging technology and automation, much of this documentation is now paperless. The team plays a key role in transforming a historically paper-intensive field, ensuring that it remains sustainable for the future.

We take pride in operating a largely paperless organization across our locations. By leveraging key technology systems within our IT infrastructure, we have streamlined governance and legal processes, eliminating paper-heavy tasks through the introduction of seamless e-documentation and verification. For example, our Liverpool office has made significant strides toward becoming a paperless workplace, with 75% of our operations already paper-free. We are actively working towards achieving a fully paperless office by June 2025, further strengthening our commitment to sustainability. To support this transition, we have implemented multiple recycling units throughout the office, ensuring that we manage our waste responsibly. In fact, we’ve removed all waste-paper bins from the main office, as part of our ongoing effort to recycle as much material as possible and reduce our environmental footprint.



> **Sustainable Packaging:** Source materials for logistics and packaging that are recyclable, compostable, or reusable, working with suppliers who share our sustainability ambitions.



ES3 Promote Renewable Energy Use: Integrating renewable energy sources into our operations

> **Renewable Energy Sources:** Explore options for renewable energy for our group-owned offices and warehouses in the near-term, and for our leased assets where feasible.

Our progress so far:

We have already implemented energy-efficient lighting across many of our real estate, which is equipped with automation to turn off after a predetermined period of inactivity, ensuring we minimise energy waste.

Additionally, our parent company's head office utilises 100% renewable energy to meet all of its electricity needs, reflecting our commitment to reducing our environmental impact and promoting sustainable practices across the business.



"We are continuing to electrify our fleet of forklifts across our warehouse estate, with **37% now powered by renewable energy**. We understand how important this is to our customers because it aligns with their sustainability goals and helps reduce the overall carbon footprint of the services we provide. In 2024 DUL used 124,000 litres of diesel and 25,000 litres of LPG to power FLT's, in addition to the portion of the fleet powered by electricity."

Warehousing Team

Forklifts running on alternative fuels

> **Fleet Electrification:** Explore pathways to decarbonise our fleet

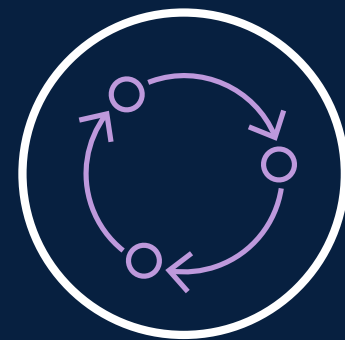
Our progress so far:
Our fleet of vehicles is one of the largest contributors to our carbon footprint. As part of our broader commitment to achieving Net Zero and significantly reducing our carbon emissions, we are actively exploring various alternative solutions to decarbonise our fleet.

This includes evaluating a range of sustainable technologies, such as low-carbon fuels, hybrid systems, and other energy-efficient solutions, while continuously assessing their viability within our operations. Additionally, we are monitoring industry advancements and market trends to ensure we stay ahead of emerging technologies and best practices. By taking a flexible, future-focused approach, we aim to transition our fleet in a way that not only meets our sustainability goals but also supports the wider movement toward environmental responsibility and climate resilience.

> **Energy Audits:** Conduct audits of energy consumption across all our facilities to identify opportunities for efficiency improvements.

ES4 Protect Ecology:
Implementing practices that preserve ecosystems and promote biodiversity

- > **Impact Assessments:** Perform annual ecological impact assessments for logistics and warehousing operations to ensure compliance with environmental regulations.
- > **Sustainable Practices:** Implement strategies that minimise disruption to local ecosystems, such as habitat preservation and biodiversity-focused projects.
- > **Collaboration with Regulatory Bodies:** Work with local and national environmental organisations to ensure alignment with best practices and sustainability goals.



Social Sustainability

We understand that our responsibilities extend beyond business success. Our Social Policy is designed to make a positive impact on society, emphasising our commitment to our employees, local communities, and ethical practices.

We are committed to making a meaningful social impact through our operations. By adopting this comprehensive Social Policy, we aim to enhance diversity, well-being, community engagement, professional development, and ethical practices. Our dedication to social responsibility reflects our mission and vision, driving sustainable growth and enriching the communities we serve.

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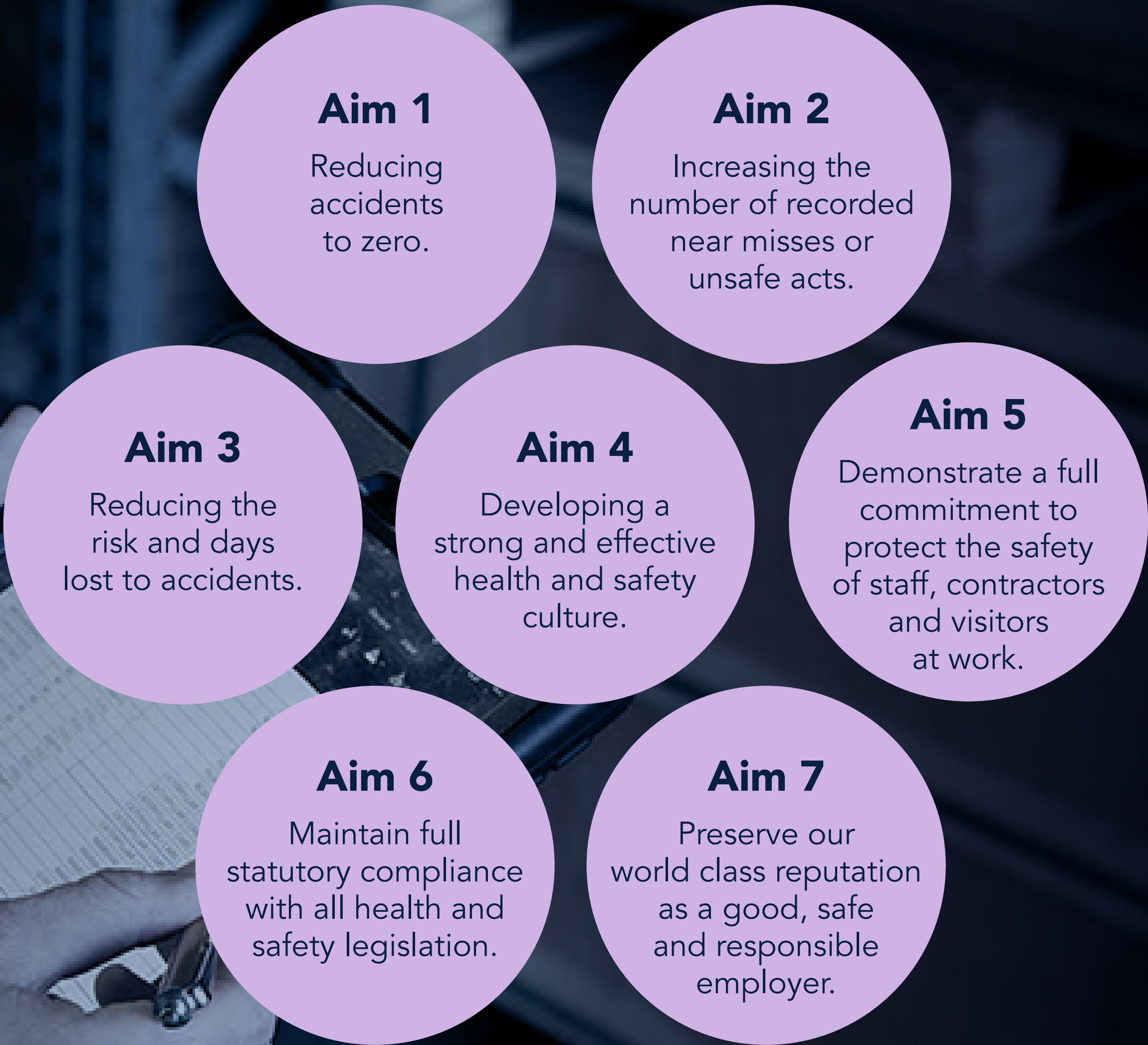
SS1 Foster Employee Inclusion, Well-being and Development

> **Health and Safety Standards:** Strive for zero health and safety incidents by adhering to stringent safety protocols and conducting regular audits.

Our future plans:

Denholm’s HSQE initiatives aim to address the human element of safety, reduce risk, eliminate accidents and create a totally safe working environment. This is underpinned by the following seven aims (see diagram).

We strive to deliver a culture of instinctive safety and it is very important and a key goal in improving the Human Element risk, it is the control and ultimate elimination of accidents and incidents that will really result in success, as ultimately success is not about statistics, but about the safety of individuals in the workplace.



Our ultimate aim is to continue to have totally safe working environment, with all RIDDORS, accidents, and incidents eradicated, and every near-miss recorded, remains the Businesses clear Mission, and remains the vision of all management and staff.

Our warehousing colleagues regularly participate in the latest safety training programs to ensure they are equipped with the knowledge and skills necessary for proper lifting and manual handling techniques. This training not only helps to maintain compliance with health and safety regulations but also plays a crucial role in preventing personal injuries, promoting a safer working environment for everyone.

Our HGV drivers undergo extensive and comprehensive training, ensuring they meet the highest standards of professionalism. This includes the UK government-led Driver Certificate of Professional Competence (CPC), which is a key requirement for all drivers. In addition to this certification, our drivers participate in ongoing internal training programs that focus not only on safety but also on environmentally conscious driving techniques. These programs are designed to enhance their skills, raise awareness about the importance of sustainable driving practices, and ensure that we are consistently meeting safety and environmental standards.

> **Well-being Programs:** Offer comprehensive programs focused on mental health, fitness, and flexible work arrangements to promote a healthy work-life balance.

Our progress so far:

We offer our employees access to the Simply Health cash plan, which they can join at the end of their 6-month probation period. This plan not only extends to employees' family members for an additional cost, but it also provides a wide range of benefits aimed at promoting overall well-being. Employees can claim money back on essential day-to-day health services such as glasses, physiotherapy, dental care, and even gym membership discounts, along with many other health-related expenses. Additionally, the plan offers quick and easy access to a GP service, ensuring that employees can receive timely medical advice when needed. One of the key features of the Simply Health plan is its confidential counselling support, giving employees a safe and accessible avenue for mental health care. This service is completely confidential, providing peace of mind and support for those who may need it. By offering such comprehensive benefits, we are prioritising the health and well-being of our employees and their families, fostering a supportive and caring environment within our organisation.

BUPA private medical is offered and covered by the business to all employees once they have reached 2 years' service. This also offers comprehensive mental support and access to further treatments as well as enabling employees to get health concerns looked at quickly.



“One of the key features of the Simply Health plan is its confidential counselling support, giving employees a safe and accessible avenue for mental health care.”

HR Team

Our colleagues have the opportunity to request flexible working hours through our flexible working policy. If their request is approved, it results in a permanent adjustment to their working pattern. In some cases, we also offer more tailored flexibility for individuals who have specific needs, such as health-related requirements or personal circumstances.

Throughout the year, we run various communication plans to keep our colleagues informed about key topics that may impact them. We also place a strong focus on important awareness events, such as Mental Health Week, Men's Cancer Awareness, and Pink Day. In addition, we actively support charitable causes, including hosting a coffee morning event in aid of Marie Curie, demonstrating our commitment to both employee well-being and community support. Similarly, we are proud that all of our office locations are supported by Mental Health representatives, and we take pride in offering Mental Health-related training to our teams.

At our Liverpool office, we regularly communicate with all staff about various initiatives available within the building, ranging from fitness classes to yoga and well-being sessions. These opportunities are open to all desk-based employees, who are encouraged to enrol and take part in activities that support their physical and mental well-being.

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> **Continuous Learning:** Establish ongoing training programs to enhance employee skills, focusing on both technical and soft skills relevant to the logistics industry.

Our progress so far:

Elevate is our learning platform designed to simplify compliance and enhance employee development. It offers an engaging learning experience that includes pass-through assessments, reminder notifications, and real-life scenarios to ensure practical, hands-on learning. For managers, Elevate provides easy access to data that tracks engagement levels with development activities across their teams. This helps managers align development needs with business goals while demonstrating the company's commitment to investing in the future growth of individuals within the organization.

We encourage our colleagues to become members of the Young Freight Forwarders, an initiative operated through BIFA. Membership provides individuals with access to a wealth of development opportunities, as well as valuable insights into industry trends, helping them stay informed and advance in their professional growth.



- > **Sustainability focused learning:**
The Group offers a comprehensive Environmental Awareness course, accessible to all colleagues through its online learning and development platform.

Our progress so far:
This course delves into the critical importance of sustainability, highlighting the environmental, social, and economic impacts it has on both organizations and society. It provides a detailed framework for how businesses can integrate sustainability into their operations, including practical strategies for reducing their environmental footprint. The course also emphasizes the significance of meeting regulatory and compliance obligations, explaining the legal, ethical, and business reasons for doing so.

We are deeply committed to helping our colleagues flourish and are proud to support the UK's apprenticeship ambitions.

- > **Career Progression:** Create clear pathways for career progression, ensuring employees have access to mentorship and growth opportunities.

Our progress so far:
We are deeply committed to helping our colleagues flourish and are proud to support the UK's apprenticeship ambitions. A great example of this commitment is Heather, who joined the Customs Team at Denholm Good Logistics in the Liverpool Head Office as an apprentice in July 2024. From the outset, Heather demonstrated exceptional drive and quickly gained a strong understanding of the complexities within the customs field.

After just over seven months in the business, Heather has fully integrated into the Liverpool Customs Team, becoming a highly valued member. She now confidently handles all aspects of customs operations, stepping in to assist her team members whenever needed. In addition, Heather plays a key role in supporting the Operations Teams in both Liverpool and Hull, showcasing her ability to work across multiple areas and contribute meaningfully to the wider business.

We organise 'Roadshows' throughout the year, visiting all our offices in person to communicate key aspects of the business, including financials, strategy, trading, and general developments. These sessions also highlight career progression opportunities and employee development programs, ensuring that everyone is aware of how they can grow within the company. The roadshows provide an opportunity for open dialogue, allowing employees to ask questions, share feedback, and gain a deeper understanding of our company's goals and direction. We believe in fostering transparency and ensuring everyone is aligned with our ongoing initiatives.

> **Diversity and Inclusion Initiatives:**
Implement targeted recruitment strategies to ensure a diverse workforce, focusing on gender, ethnicity, disability, and age.

Our progress so far:
Our colleagues complete mandatory training on key Equity, Diversity & Inclusion (EDI) themes to ensure they can confidently navigate equity and diversity issues in the workplace. This training empowers them to challenge biases, foster an inclusive environment, and act as allies to their colleagues. By equipping our teams with the knowledge and tools to manage diverse teams effectively, we are fostering a culture where everyone feels valued and respected. This ongoing commitment ensures that our workplace remains one where diversity is celebrated, and inclusion is at the heart of everything we do.

SS2 Support Local Communities and Charitable Causes



> **Community and Business Outreach:** Actively participate in local initiatives, including volunteering, business groups and partnerships with non-profits aligned with our values.

Our progress so far:

Through our charitable initiative, Denholm Giving, we are dedicated to making a positive impact on our communities and the world. Our programs, including Response Donations, Local Giving, and Regular Giving, enable our teams to support causes that are important to them. We are proud to drive meaningful change and encourage others to join us in making a difference. Thank you for supporting our vision of a more generous and sustainable future.



> **Support Local Projects:** Invest in local infrastructure or educational programs that benefit the community, fostering positive relationships and mutual growth.

Our progress so far:

We are proud to have partnered with a local college to create positive pathways for students, helping them transition smoothly from their studies into either employment or further education. A “positive pathway” refers to the opportunity for students to complete their studies at Hugh Baird College and move directly into a job or continue their education. To make this possible, we have collaborated with the college on several ongoing initiatives designed to support students’ growth and development.

The Denholm Scholarship offers students the chance to apply for a range of roles within our organization, including positions in marketing, IT, safety, freight forwarding, and transport, all designed to support their college work. The scholarship lasts for one academic year

and includes at least 12 days of workplace experience, a formal interview process, and a team-based task exercise. This initiative has been incredibly popular, as it helps students build confidence and gain a deeper understanding of the diverse career opportunities available within logistics.

In collaboration with the college, Denholm plays an active role in shaping the curriculum. Each academic year, we meet with the college to discuss real-world projects that will be incorporated into the students’ coursework, which will ultimately form part of their final grade. Throughout the year, students engage with Denholm employees in both our operations and within the college, tackling challenges related to their coursework while gaining invaluable hands-on experience. For example, in the last academic year, students worked on a project focused on using technology to enhance customer experience within the warehouse environment.

Kings Trust:

Our partnership with The King’s Trust (previously known as The Prince’s Trust) is designed to help create lasting change for young people nationwide. We started our partnership with The King’s Trust in 2019, and in 2023 we secured this Patronage for another four years. As part of that agreement, each year, the Group (and its employees) contribute a total of £25,000 to The King’s Trust to support the growth and development of young people across the UK. Our fundraising campaigns include the annual Kings Trust ‘Future Steps’ challenge, where our employees take on the challenge of completing 10,000 steps a day, we also host Brilliant Breakfast events and take part in the annual Palace to Palace challenge.

In addition, we donate Christmas presents each year as well as host ‘World of Work’ events in our Liverpool and Manchester offices, where young people, from disadvantaged backgrounds, the opportunity to experience what it would be like to work within the logistics industry.

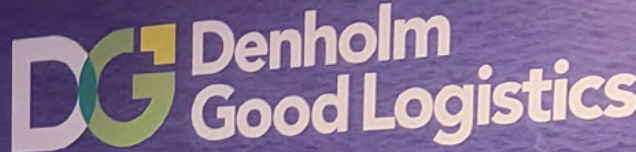
In 2024 Denholm Logistics Division proudly hosted two ‘World of Work’ days in partnership with The King’s Trust at our Liverpool and Manchester offices. The event welcomed young people aged between 16 and 25 from The King’s Trust’s Explore programme. The programme aims to help develop skills and confidence, hopefully

resulting in a work or college placement. In Liverpool, the day commenced with a warm welcome from Martin Hall (Managing Director, Denholm UK Logistics), who introduced the Denholm Group and its various divisions. This set the stage for a series of motivational talks by employees from different areas within the Logistics Division. They shared their personal stories, detailing their journeys through school, college, their first ventures into full time work to their current careers. In Manchester, Paul Ferguson (Director of Sales & Marketing, Denholm Good Logistics) led the day with motivational talks with the help of his colleagues.

We look forward to continuing this impactful partnership and inspiring even more young people to reach their goals in the years.



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Apprenticeships:

Denholm is also dedicated to creating direct pathways into the logistics industry through apprenticeships. We work closely with the college to ensure that each year, a number of students are offered apprenticeship opportunities with Denholm, allowing them to continue receiving training and education while gaining practical skills in the workplace. This commitment helps bridge the gap between academic learning and real-world experience, fostering the next generation of logistics professionals.

Through these initiatives, we aim to equip students with the skills, knowledge, and experience they need to succeed in their careers, ensuring they have a clear and positive pathway forward.

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> Local Employment: Prioritise hiring from the communities in which we operate to contribute to local economic development and job creation.

SS3 Promote Sustainable Procurement and Ethical Practices

> **Ethical Business Conduct:** Uphold the highest ethical standards in all procurement activities, ensuring transparency, fairness, and integrity in our supplier relationships.

Our progress so far:

We work strictly in accordance with our own Government and industry awarded standards AEO, ICS, RHA, UKWA and IATA.

To ensure we work with supply chain partners upholding the same high ethical standards as ourselves, we undertake thorough supplier audits where, specific to the nature of the service they are providing, we assess their compliance with ethical standards, performance, labour practices, environmental impact, and use of resources. All supply chain suppliers are evaluated and risk assessed based on not only their commercial and operational reliability, but also their own social governance policies.

All supply chain partners are also required to agree to uphold the J. & J. Denholm Group Supplier Code of Conduct which covers:



Additionally, we adhere to the Denholm Standard, a set of principles that has always been at the core of our business philosophy. This commitment ensures we conduct our business ethically and responsibly:

Integrity: We are dedicated to maintaining honesty in all aspects of our work, avoiding conflicts of interest, and safeguarding confidential information. We reject any form of compromise through inducements or entertainment that may undermine ethical standards.

Fairness: We strive to act fairly in all our interactions with customers, suppliers, and employees, ensuring equitable treatment and fostering trust in all business relationships.

Respect: We are committed to respecting the people we work with, the communities we operate in, and the environment we impact, ensuring our actions reflect the values of care and responsibility.

Upholding the Law: We operate in full compliance with all applicable international, national, and regional laws and regulations, ensuring our practices are both legal and ethical at every level.

By consistently upholding these standards, we ensure ethical business conduct across all areas of our operations, fostering a culture of trust, accountability, and respect for all stakeholders.

> **Supplier Partnerships:** Build long-term partnerships with suppliers that share our commitment to sustainability, aiming to collaborate on reducing environmental impact and improving social outcomes.

Our progress so far:
We have achieved a Bronze EcoVadis award and a “Good” rating, recognising our strong sustainability practices. The EcoVadis assessment evaluates a wide range of criteria across four main areas: Environment, Sustainable Procurement, Labour & Human Rights, and Ethics. This recognition highlights our commitment to maintaining high standards of sustainability in our operations.

- > **Sustainable Sourcing:** Prioritize sustainable procurement by sourcing products and services from suppliers who demonstrate strong environmental and social responsibility practices.
- > **Sustainability Audits:** Conduct regular audits of our supply chain to assess compliance with sustainability and ethical standards, identifying opportunities for improvement and ensuring accountability.



Governance

We are committed to upholding the highest standards of governance. Our governance policy is designed to ensure transparency, accountability, and ethical conduct throughout our organization, reflecting our values as a family-owned business.

We are dedicated to maintaining ambitious standards of governance that reflect our commitment to ethical practices and responsible business operations. By implementing this comprehensive Governance Policy, we aim to ensure legal compliance, promote tax transparency, enhance stakeholder engagement, and establish robust risk management practices. Our governance framework supports our mission and vision while fostering trust and accountability within our organization and with our stakeholders.

We aim to ensure legal compliance, promote tax transparency, enhance stakeholder engagement, and establish robust risk management practices.



G1 Ensure Legal Compliance and Ethical Conduct

- > **Whistleblower Policy:** Implement a whistleblower policy that encourages reporting of unethical behaviour or violations without fear of retaliation.

Our progress so far:

We take the issue of whistleblowing very seriously, as it plays a crucial role in maintaining transparency, integrity, and accountability within our organisation. The whistleblower policy is readily available to all employees on the HR Helpdesk on SharePoint, ensuring easy access whenever needed. To further emphasize its importance, we provide e-training on the policy, which all employees are required to complete. Additionally, we have integrated this training module into Elevate, our learning platform, to ensure that everyone has the knowledge and understanding to raise concerns in a safe and confidential manner.

By fostering an environment where employees feel supported and encouraged to report unethical behaviour, we are upholding our commitment to a strong ethical culture and a transparent, responsible workplace.

- > **Code of Ethics:** Develop and maintain a comprehensive code of ethics that outlines expected behaviours and ethical standards for all employees.
- > **Compliance Training:** Provide regular training on legal and regulatory requirements to ensure all employees understand their responsibilities.

G2 Promote Tax Transparency and Responsibility

- > **Prudent Tax Planning:** Adopt a responsible approach to tax planning that aligns with our commercial activities and meets all legal obligations.

Our progress so far:

The Group takes a prudent and balanced approach to tax planning, ensuring it aligns with its commercial and economic activities. We maintain open and effective communication with tax authorities and, where possible, seek to utilize available reliefs and concessions while fulfilling our fiscal obligations to the government.

- > **Open Communication:** Maintain transparent and open communication with tax authorities to foster trust and ensure compliance with all fiscal requirements.
- > **Regular Reviews:** Conduct regular reviews of tax practices to ensure they remain aligned with changing regulations and best practices.

G3 Enhance Stakeholder Engagement and Communication

- > **Regular Reporting:** Provide clear and regular updates to stakeholders on governance practices, financial performance, and social responsibility initiatives.
- > **Feedback Mechanisms:** Establish channels for stakeholders to provide feedback and express concerns, ensuring their voices are heard and considered in decision-making.
- > **Community Involvement:** Engage with local communities and stakeholders to understand their needs and expectations, enhancing our social license to operate.

The Group takes a prudent and balanced approach to tax planning, ensuring it aligns with its commercial and economic activities.

[Environmental Sustainability >>](#)

[Social Sustainability >>](#)

[Governance >>](#)

We are proud to align our sustainability strategy, progress, and goals with the United Nations Sustainable Development Goals, demonstrating our commitment to global sustainability efforts.

Our Sustainability Strategy: UN SDGs

This document has been designed to be as sustainable as possible.

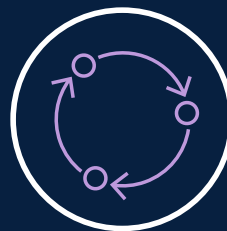
Low imagery and file size to reduce the amount of energy required for storage and download.

Considered text sizes to encourage online reading and reduce the need for the end user to print.

Optimised colour contrast and use of dark background to ensure legibility and lower energy required for viewing on screen.



Environmental Sustainability



Social Sustainability



Governance



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