



SUSTAINABLE ADVANTAGE ESG REVIEW PROGRAMME CERTIFICATE



Travel Department has undergone the Sustainable Advantage ESG Review Programme covering the below areas. A tailored ESG action plan has been created and shared with the ESG committee for implementation with target scores set.



ENVIRONMENTAL

E2	Landlord Engagement (not responsible for waste)
E3	Procurement of renewable or low carbon (nuclear) energy
E4	Energy data collection and analysis
E5	Energy consumption reduction
E6	Energy awareness
E17	Single use plastics - products
E22	Staff - mode of transport
E22.1	Employee business travel
E22.2	Homeworking
E.23	Measuring and reporting on climate change risks and opportunities
E24	Carbon emissions calculated
E25	Carbon emissions reduction plan
E26	Carbon offsetting
E29	Environmental governance and policy
E30	Environmental Training

SOCIAL

S1	Diversity, Equity and Inclusion - Strategy
S1.1	Diversity, Equity and Inclusion - Practice
G8	Board / Senior leadership diversity
S2	Developing Line Managers
S3	Skills and Career Development
S4	Health and wellbeing
S5	Employee engagement
S6	Pay Fairness
S7	Pay levels
S8	Grievances procedures
S8.1	Employee turnover
S8.2	Employee absenteeism
S8.3	Company ways of working (flexible / hybrid-working policy)
S8.4	Company ways of working (approach to parental leave)
S9	Strategic HR function
S10	Health & Safety (Policy & data)
S10.1	Health & Safety (Implementation)
S14	Customer engagement and satisfaction)
S14.1	Influencing customer behaviour
S15	Community engagement

The ESG scoring and badges/awards displayed have been awarded by Sustainable Advantage Limited (SA), our selected independent ESG Consultancy, following a rigorous programme of analysis (designed and developed by SA) of our processes and related data. The score and badge classifications represent the output from SA's programme and are their measurement of our endeavours, undertaking and progress in implementing ESG practices and policies throughout our company (and are not based on any industry-wide benchmark or standard). Neither a score nor a badge is a quality assurance mark, endorsement or certification of our products and services.

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SUPPLY CHAIN

SC1	Supplier Code of Conduct
SC2	Responsible sourcing policy
SC3	New supplier assessment
SC4	Supplier monitoring and collaboration with existing supply chain
SC5	Supplier auditing
SC6	Supply Chain Traceability (Tier 1, 2 & 3)
SC15	Supply chain transport / logistics

GOVERNANCE

G1	Policy Review Management
G2	Policies readily accessible
G3	Training on policies
G4	Anti bribery and corruption policy
G4.2	Corporate purpose
G4.3	Conflicts policy and procedures
G4.4	Digital ethics and responsibility
G5	Corporate Criminal Offence policy
G8	Board / Senior leadership diversity
G9	Employee Code of Conduct
G10	Whistleblowing policy and procedure
G11	GDPR / data privacy policy
G12	Cyber security programme
G13	ESG Risk management and monitoring
G14	Business Continuity
G15	ESG management
G15.1	Budget for ESG
G15.2	ESG training
G15.3	Remuneration and ESG
G16	ESG policy / statement
G17	Gender Pay Gap
G19	Modern Slavery Statement

ESG INTEGRATION

ESG1	Benchmarking of ESG performance
ESG2	ESG data (metrics) independent review and verification
ESG3	Board engagement in ESG programme
ESG4	United Nations Sustainable Development Goals (UN-SDGs)
ESG5	ESG data capture (metrics)
ESG5.1	ESG Reporting
ESG6	ESG Strategy, setting goals and reporting progress
ESG8	Providing your ESG information to existing clients
ESG10	Corporate tendering
ESG11	Influencing clients' sustainability performance
ESG13	Green financing

Sharon Dekker

 **SUSTAINABLE
ADVANTAGE**

Sharon Dekker, ESG Director

SUSTAINABLE ADVANTAGE ESG REVIEW METHODOLOGY

Sustainable Advantage's ESG Review programme covers 15 material themes and 128 potential individual topics aligning with international ESG scoring and review frameworks including UNSDGs, GRI and SASB.

1

Sustainable Advantage ESG scoring framework

128 material topics across 15 themes.



2

We select material topics from our ESG Review framework that reflect the unique characteristics of each company we work with, to create a bespoke ESG performance improvement report. Characteristics considered include:

- Sector
- Client base and their ESG focus
- Compliance requirements
- Geographical location(s)
- Ownership structure
- Stage of ESG journey
- Business model
- Employees
- Unique characteristics
- Size
- Tender requirements
- Competitor focus

3




Company ESG Review programme

Company is scored across the material themes and provided with an overall score, as well as a target score, alongside key recommendations to support the achievement of these.

Company ESG Review programme process:

- Meet with senior management team to kick off the Review programme.
- Conduct a high level stakeholder ESG maturity review of the following:
 - Clients
 - Shareholder demands
 - Compliance requirements
 - Competitors
 - Suppliers
 - Employees
- Meet with senior ESG contributors / department heads.
- For each topic, a score between 0 and 4 is assigned reflecting current ESG performance.
- Scores are presented in the Summary of ESG Performance table reflecting Environmental, Social, Supply Chain, Governance and ESG Integration elements, each of which are rebased to 100%. The total score is calculated as a percentage of achieved points over the total points available.
- Set targets for a time period aligned with financial year end.
- Create an ESG action plan to reach the target scores which is driven by materiality as well as strategic priority.
- Propose ESG metric set to track the success of the ESG programme.
- Where appropriate, actions are uploaded to the Sustainable Advantage ESG Performance Tracker platform, with actions allocated for completion by nominated team members, enabling improvement to be monitored in real time.

ESG maturity is based on the total ESG score achieved:

	0-19%	Emerging	Company is at beginning of journey to define business success through an ESG risk and opportunities lens. Heightened likelihood of potential for non-compliance / risk areas. Opportunity to adopt ESG practices across the organisation.
	20-39%	Progressing	Company has begun to develop ESG initiatives due to reactive / compliance led necessity across some areas of ESG.
	40-59%	Established	Company understands the benefits of ESG and has implemented interventions to improve operations but has yet to evolve a mature strategic approach.
	60-79%	Excellent	Company has strategically developed and integrated key areas of ESG that are important to business operations.
	80-100%	Leading	Company has developed and integrated a holistic approach to ESG and may be considered leaders in the field. The primary role of the business is to create value and benefits for society and the environment. Actively engages across the organisation to tackle systemic ESG issues.

The Sustainable Advantage ESG scoring framework is actions based and thematically aligned with major ESG frameworks including the UNSDGs, GRI and SASB. The core areas of the Sustainable Advantage framework and desired outcomes are as follows:

ENVIRONMENTAL

MATERIAL THEME	SECTION CONSIDERED	FOCUS AND DESIRED OUTCOMES
ENVIRONMENTAL PROTECTION	Governance, policies and pollution management	Understanding operational pollution risks, ensuring a responsible policy management approach and compliance with regulatory requirements and minimising pollution.
BIODIVERSITY	Ecological impact	Understanding the risks and opportunities regarding the operational impacts on nature and biodiversity and ensuring a responsible policy driven management approach. Monitoring and measuring company performance to limit negative impacts on fauna and flora.
ENERGY, WASTE AND WATER	Energy management	Procuring renewable energy (transitioning from fossil fuels to renewable sources), measuring and reducing energy consumption.
	Waste management	Measuring and reducing waste generated, enhancing waste recycled and diverting waste sent to landfill.
	Water management	Measuring and reducing water consumption and identifying opportunities for water re-use.
TRANSPORT	Transport	Responsible approach to driving behaviours, use of technology such as telematics. Evolving fleet to transition from fossil fuels to low carbon fuels or electric vehicles.
		Measuring employee commuting, business travel and home working emissions and influencing behaviours through incentivisation to reduce operational carbon emissions.
GREEN HOUSE GAS (GHG) EMISSIONS REDUCTION	Green House Gas (GHG) emissions	Measuring and disclosing Scope 1, 2 & 3 emissions in line with the GHG protocol. Setting SBTi Net Zero Standard aligned target. Carbon offsetting. Reducing emissions to halt climate change.
CLIMATE CHANGE ADAPTATION AND RESILIENCE	Climate risk and opportunity and TCFD	Understanding business risks and opportunities posed by climate change with a robust climate strategy in place.
		Reporting against the majority / all of TCFD requirements. Qualitative and quantitative climate scenario analysis conducted for >2 scenarios.
MATERIALS, PRODUCT DESIGN AND LIFECYCLE MANAGEMENT	Product sustainability	'Green' or 'environmentally friendly' products / services that make up a material portion of a product /service portfolio whereby the company gains a competitive advantage through these products.
		Company participation in extended producer responsibility (EPR) initiatives including direct product take-back, recovery and recycling / closed loop system.
	Packaging and plastics	Measuring packaging profile, setting improvement targets and reporting performance improvement annually against a baseline. Improve recycled content as well as recyclability of packaging. Use of environmentally friendly inks.
		Measuring the quantity of single-use plastic within product portfolio / used in operations and reporting performance improvement annually against a baseline and reducing these.
ANIMAL WELFARE	Animal welfare in operations	Understanding responsibilities towards animal welfare within operations and ensuring a responsible policy management approach.

SOCIAL

MATERIAL THEME	SECTION CONSIDERED	FOCUS AND DESIRED OUTCOMES
HUMAN CAPITAL	People strategy	Ensuring a responsible policy management approach. Corporate culture focused on diversity, inclusion, equity, wellbeing, engagement and career development. HR can evidence that the workforce feels a sense of belonging and are committed to helping the company achieve its business goals. Reporting performance against comprehensive metrics set annually. Create an engaged and loyal workforce.
	Health and safety	Ensuring a responsible policy management approach and measuring H&S accidents, incidents and near-misses, setting improvement targets if necessary and reporting performance improvement annually against a baseline. Limit H&S incidents.
CUSTOMERS	Product quality, safety and accessibility	Ensuring a responsible policy management approach to product quality and safety with formal external assurance accreditations and certifications in place as applicable. All ESG credentials are substantiated independently. Measuring and disclosing all metrics as applicable.
	Customer engagement	Ensuring a responsible policy management approach to customer relations. Measuring customer sentiment. Corporate ESG commitments are shared and positive sustainability behaviours encouraged. Company has insight into customer ESG behaviours across a sample of policies, behaviours and practices that signal positive citizenship.
COMMUNITIES	Communities	Proactive approach to community engagement with initiatives appropriate to the size of the company. The strategic partnerships approach reflects corporate values and business objectives. Measuring and disclosing all metrics as applicable.
SUPPLY CHAIN	Responsible Sourcing policy and Supplier Code of Conduct	Ensuring a responsible policy management approach with the supply chain fully engaged. Procurement team fully trained on policies and approach. Ensure supply chain is equally focussed on ESG and aligns with the company's requirements and ESG approach.
	Supply chain mapping and ESG performance improvement	Full traceability of tier 1, 2 and 3 suppliers with records in place noting ESG certifications / accreditations. A proactive approach to integrating ESG criteria into procurement decision-making processes. Sustainably certified materials are procured where possible. Supplier audit takes place. Programmes evidenced and disclosed to improve ESG performance within the supply chain. Supply chain transparency where applicable to the sector.
	Nature and biodiversity in supply chain	Understanding the risks and opportunities regarding supply chain impacts on nature and biodiversity and ensuring a responsible procurement approach defined within policies as appropriate.
	Plastics in supply chain	Measuring the quantity of single-use plastics and, if applicable, microplastics, within the supply chain, apportioned to company demand. Reporting performance improvement annually against a baseline.
	Transport and logistics in supply chain	Proactive approach towards selecting lower-impact transportation methods to reduce carbon emissions.
	Digital emissions in supply chain	Ensuring a responsible policy management approach with proactive migration of IT infrastructure to the cloud, with GHG emissions measured and disclosed.
	Animal welfare in supply chain	Ensuring a responsible policy management approach to animal welfare in the supply chain with animal products procured from responsible sources.

GOVERNANCE

MATERIAL THEME	SECTION CONSIDERED	FOCUS AND DESIRED OUTCOMES
POLICY MANAGEMENT	Policy management	Ensuring a responsible policy management approach with employees fully engaged and aligned with the policy suite.
BUSINESS CONDUCT	Business ethics and oversight	The company is a purpose-led organisation with a full suite of responsible business conduct policies in place. Responsible approach to operational risk and business continuity / disaster recovery planning.
	Data and cyber security	Ensuring a responsible policy management approach to ensure compliance with data protection regulations and evidences a defensive posture towards operational cyber security.
ESG INTEGRATION	Benchmarking and alignment	The company is aligned to the United Nations Sustainable Development Goals and can evidence contribution. The company understands its ESG performance in the context of competitor and client performance and information demands. Regular stakeholder engagement on ESG material themes takes place.
	ESG management and performance	Ensuring a responsible policy management approach to ESG management and performance with designated ESG responsibilities assigned throughout the company. Performance progress is reported regularly to the board. ESG budget in place. ESG training in place. Management remuneration is linked to ESG performance.
	Strategy and reporting	A proactive approach to communicating ESG strategy with clear targets, goals and KPIs defined. System in place to capture comprehensive ESG metrics. ESG performance is disclosed into the public domain, updated annually with extensive and insightful explanations and analysis of trends.
	ESG supporting business development	Compliant approach to meet requirements of PPN 06/20 and 06/21 for public sector tendering when applicable. Measuring and disclosing all metrics as applicable.
		ESG performance is integrated into business development function, with evidence that ESG has contributed to winning tenders.
	ESG linked-finance	A proactive approach to implementing internal carbon prices to drive operational emissions down.
		A proactive approach linking ESG performance to external financing.