



ESG Report 2024

The Pebble Group

Building brands.
Growing relationships.
Strengthening businesses.





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Welcome to our 2024 ESG Report.

“In FY 24, the Group made positive progress against its ESG commitments, reducing its direct environmental impact and helping to build a stronger, more resilient business for all stakeholders.”



Kirsten Motyl
Group Senior ESG Officer



Have a look around

Use the interactive navigation bar to move around the report and jump between sections

- 2 In this report
- 3 About us
- 4 Business overview
- 5 Our 2024 highlights
- 6 CEO introduction
- 7 Our approach to ESG
- 8 ESG materiality
- 9 UN Sustainable Development Goals
- 10 Delivering stakeholder value through ESG
- 11 Introducing our 2024 ESG Report
- 12 Our ESG priorities and objectives
- 14 Advancing sustainability
- 34 Empowering our people
- 44 Community engagement
- 49 Responsible leadership
- 61 Our future plans
- 62 ESG data and supporting information



Empowering our people →



Responsible leadership →



Advancing sustainability →



Community engagement →

ABOUT US

The Pebble Group

The Pebble Group provides industry leading technology, products and services to the global promotional products market through two focussed, complementary and differentiated businesses: Facilisgroup and Brand Addition.



Facilisgroup – provides an end-to-end order processing system, combined with a proprietary operating method, market network and community support to growth-orientated promotional products distributors in North America.

Key services:

- **Software as a Service (SaaS) technology** to power efficiency and growth
- **Supply chain consolidation** for supply chain advantage
- **Community events and training**



brand addition.

Brand Addition – an end-to-end creative branded merchandise provider that helps global brands build culture, awareness and meaningful connections with their customers, employees and communities.

Key services:

- **Design** corporate ranges and bespoke products
- **Source** from ethical suppliers
- **Deliver** across the globe

BUSINESS OVERVIEW

The Pebble Group.

**Building brands.
Growing relationships.
Strengthening businesses.**

Our vision is to provide industry leading technology, products and services to the global promotional products market.

The Group operates in the c.\$50bn fragmented promotional products market, supporting SME promotional product distributors in the United States and Canada through its Facilisgroup business and working with global brands to design, source and deliver promotional products worldwide through Brand Addition.

REVENUE	TEAM MEMBERS
£125.3m	500+
OPERATING PROFIT	SITES
£8.6m	10

(Team members number refers to average FTEs)



Our values define our behaviour and decision-making, underpinning the delivery of our long-term future.



ONE TEAM, DIVERSE AND UNITED

We are one team using our diverse skills and experience to support each other's successes and challenges, respecting our differences.



ENJOYING THE JOURNEY

Enjoying the journey in a culture of integrity, transparency and fairness, where we are proud of our past and excited by our future.



AMBITIOUS POSITIVITY

Ambitious in our commitment to achieving positive results with sustainable impact.



ALWAYS LEARNING AND GROWING

Learning and growing, knowing there is always progress to be made.



CONNECTED TO OUR STAKEHOLDERS

Connected to all our stakeholders developing long-term relationships by engaging to understand needs and aspirations.

OUR 2024 HIGHLIGHTS

2024 Highlights.

Advancing sustainability

Reducing direct carbon emissions.

37% reduction in our Scope 1 and Scope 2 emissions from prior year, through the transition to renewable electricity.

Reducing our reliance on single use plastic.

94% reduction in single use plastic packaging usage since 2017, at our UK warehouse.

Completion of our first Carbon Disclosure Project (CDP) submission.

The Group was awarded a B score from its first CDP disclosure.

94%

reduction in single use plastic packaging.

37%

reduction in Scope 1 and Scope 2 emissions.

Empowering our people

Expanding our DEI programme.

Improved recruitment process and targeted DEI events throughout the year.

Enhancing our talent management program and employee development.

6,025 Group training hours delivered in 2024, a 47% increase on FY 23. New talent management policy implemented.

Women's emPOWER initiative launched.

Bringing together over 200 women across the promotional products industry to deliver events and programs, contributing to professional development.

6,025

Group training hours.

200

Women taking part in emPOWER.

Community engagement

35% increase in volunteering hours from prior year.

Groupwide initiatives to increase participation rates and volunteering hours resulted in 1,576 hours donated in 2024 and 47% participation.

Projects targeted to help the wider community.

Earth Day 2024 saw our teams participate in cleaning up local waterways and Brand Addition donated 1% of its profits, funding the collection of 221,000 pieces of plastic from the Australian coastline.

Facilis Cares – a driving force for good across the industry.

Facilisgroup and the industry community raised over \$13,000 for Ronald McDonald House Charities in 2024.

35%

increase in volunteering hours.

47%

of staff participated in volunteering.

Responsible leadership

Strengthening ISO certifications.

Brand Addition was awarded ISO45001 occupational health and safety management certification.

Improving the quality of non-financial data.

Ongoing enhancements to improve data quality, accuracy, visibility and reporting.

Being recognised at the AIM awards 2024.

Being shortlisted for 'Diversity Champion Award' and 'AIM Corporate Governance Award'.

ISO

45001

achieved.

x2

shortlisting's at 2024 AIM awards.

CEO INTRODUCTION

Making positive progress.

Dear Stakeholders,

I am pleased to present our 2024 Environmental, Social and Governance (ESG) Report, which highlights our ongoing commitment to sustainable and responsible business practices. This year, the Group has continued to make positive progress against our ESG initiatives, reflecting our commitment to creating long-term value for all our stakeholders.


We remain firmly committed to being a leader in the way we manage our businesses to good standards for the long-term, which lends itself to many of the principles of ESG. Our four ESG cornerstones have evolved after multiple interactions with our stakeholders and represent the fundamentals that are most important and relevant to our Group. These cornerstones guide our efforts to minimise our environmental footprint, foster a diverse and inclusive workplace, support the communities in which we operate, and maintain the highest standards of ethical conduct.

Our dedicated ESG and sustainability team ensure that we adapt to the changing ESG landscape and the growing needs of our stakeholders. We collaborate with clients to provide the best solutions for their promotional product needs through our services and software solutions, helping them enhance their businesses.

In 2024, we achieved several key milestones that highlight our ongoing commitment to sustainability, people empowerment, community engagement, and responsible leadership. These achievements are detailed in the following sections of this report.

As we enter 2025, we are focussed on driving positive change and delivering sustainable growth. We are committed to continuous improvement and innovation in our ESG practices, and we will continue to engage with stakeholders to address the evolving challenges and opportunities across our industry.

Thank you for your continued support.



Chris Lee

Chief Executive Officer

March 2025

“As we enter 2025, we are focussed on driving positive change and delivering sustainable growth.”



OUR APPROACH TO ESG

ESG, an integral part of our business.

Integrating ESG into all aspects of our business enhances our overall performance. Through our approach to ESG, we strive to create an exciting and engaging workplace while aiming to address the increasing environmental and social challenges we face. We are focussed on helping our clients achieve their sustainability ambitions by providing tailored solutions and expert guidance.

We are committed to making meaningful progress against our ESG commitments by taking positive steps to future-proof our operations and hold ourselves accountable. We see ESG reporting and disclosures as an opportunity to distinguish our Group by transparently sharing the progress we have made towards our objectives and targets.

Our materiality assessment and stakeholder interactions inform our ESG priorities, ensuring we focus on the topics that are likely to have the greatest impact on the Group and are most important to our stakeholders.

Our four ESG cornerstones underpin our approach and represent the topics that are most important and relevant to the Group. Each cornerstone includes categories aimed at reducing our environmental impact, attracting and retaining talent in our organisation, making a positive impact on our local community and acting responsibly.

We recognise that ESG is a constantly evolving subject, and we are committed to continuously improving our practices, staying informed about new developments, and adapting strategies to meet emerging challenges and opportunities.



Advancing sustainability

Our aim is to make a positive long-term contribution to reducing the environmental impact of our operations across all aspects of our business, which includes offering innovative products and solutions that support the circular economy.



Empowering our people

Our aim is to create a safe and inclusive culture where our people can thrive and grow, celebrating individuality and diversity.



Community engagement

Our aim is to create a lasting positive social impact in our local community while building a strong distributor network that promotes growth, innovation and collaboration in the industry.



Responsible leadership

Our aim is to lead responsibly through the use of good governance, expressed in our own tone of voice. By embedding clear policies, processes and safeguards that are relevant to our Group, we aim to protect the interests of our stakeholders and mitigate or reduce the risks that we face.



ESG MATERIALITY

Materiality assessment.

Our materiality assessment provides an opportunity to engage directly with key stakeholder groups to determine the ESG-related topics that are most important to them and to our business, ensuring that we focus on the areas where we can make the biggest impact.

We conducted our last materiality assessment in 2023, seeking the views and input from employees, clients and Partners, strategic suppliers and our shareholders. The assessment was reviewed in 2024 and was still deemed to be relevant, continuing to reflect the views of our stakeholders.

Our process:

1. Identifying the material issues and material topics for the Group

A desk-based brainstorming exercise was undertaken by a cross-functional team, to identify all ESG related issues deemed to have the potential to impact our businesses. Once identified, these issues were grouped into 17 different topics and categorised against the most relevant ESG cornerstone.

2. Engaging our stakeholders

An online questionnaire was developed and sent to all of our key stakeholders (employees, clients and Partners, strategic suppliers and shareholders) to seek feedback and rank the 17 material topics identified in terms of importance and impact.

3. Reviewing and compiling our results

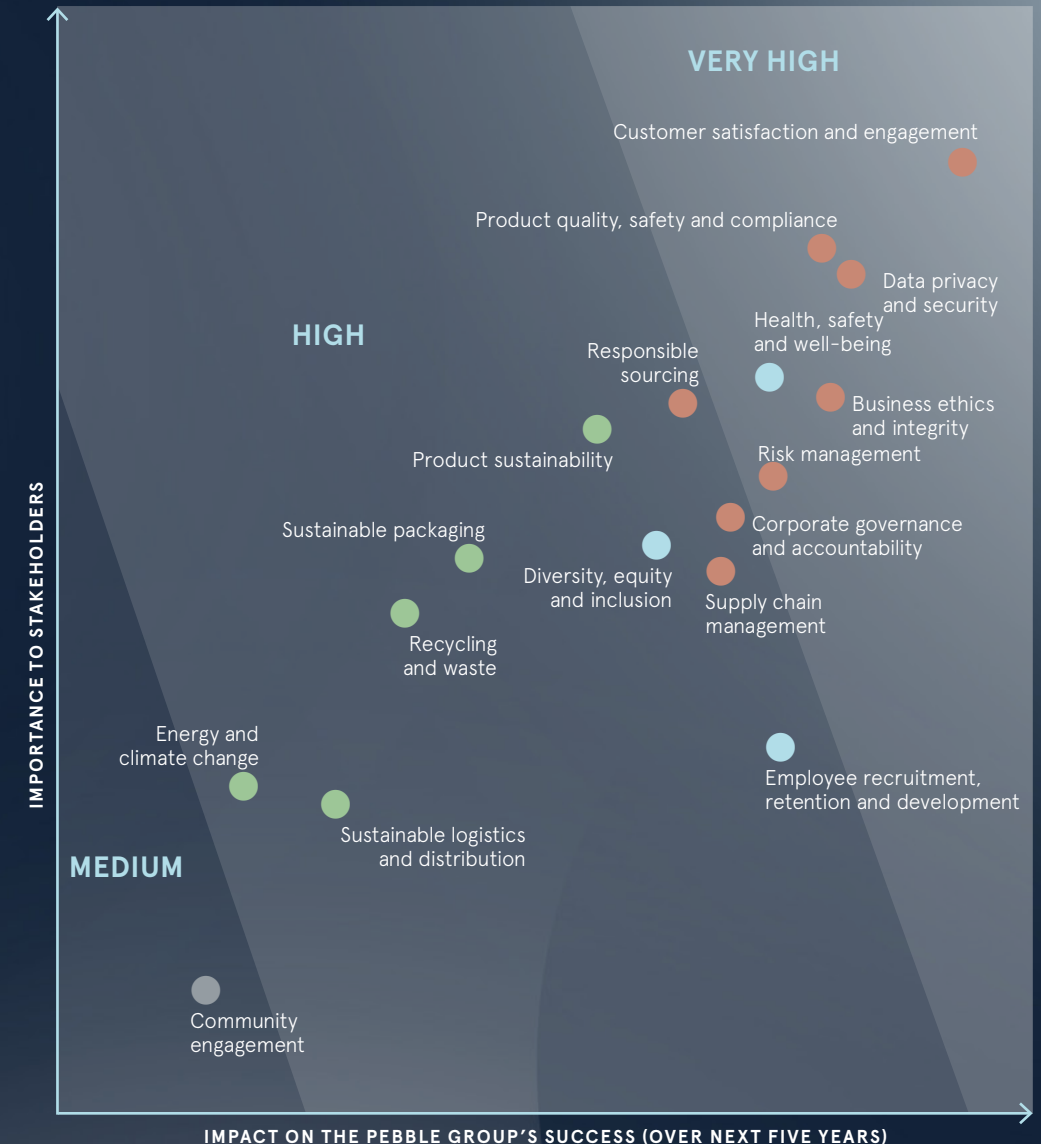
All results received were analysed and scored to determine the priorities identified by our key stakeholder groups.

4. Materiality matrix

The results were compiled to develop the Group materiality matrix.

5. Updating our materiality assessment

To ensure that the ESG topics remain relevant, the assessment is reviewed annually for continued suitability, with a new assessment conducted when deemed appropriate.









UN SUSTAINABLE DEVELOPMENT GOALS

Taking action to support the UNSDGs.

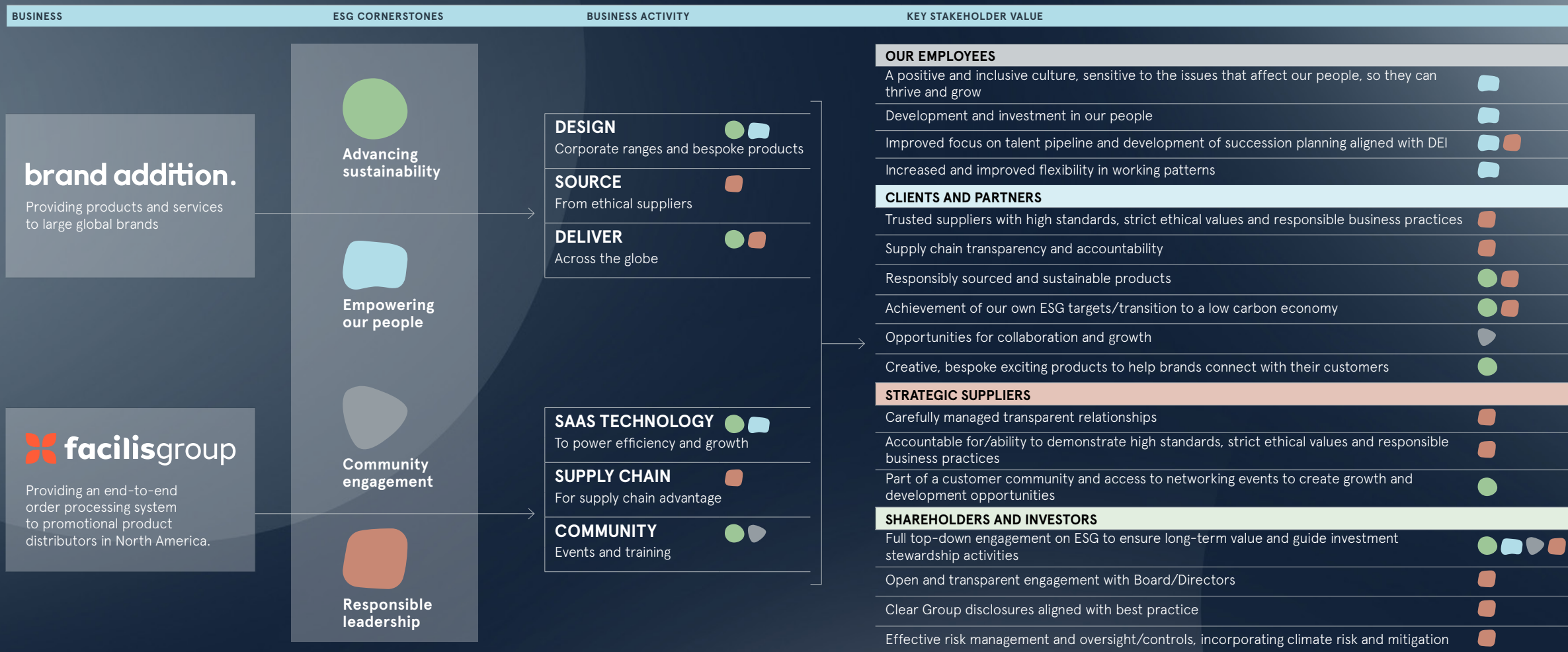
The UNSDGs represent a global commitment to creating a more equitable, prosperous, and sustainable future for all. At The Pebble Group, we proudly support all 17 SDGs, with our ESG efforts directly contributing to seven of these goals. Through our actions, we are committed to minimising our environmental impact and striving to build a better future for everyone.

- Advancing sustainability
- Empowering our people
- Community engagement
- Responsible leadership

GOAL	SDG 5	SDG 8	SDG 10	SDG 12	SDG 13	SDG 14	SDG 15
							
DETAILS	GENDER EQUALITY	DECENT WORK AND ECONOMIC GROWTH	REDUCED INEQUALITIES	RESPONSIBLE CONSUMPTION AND PRODUCTION	CLIMATE ACTION	LIFE BELOW WATER	LIFE ON LAND
OUR COMMITMENT	To actively promote an inclusive culture across the Group, providing equal opportunities for all.	To ensure all employees feel safe, valued, and engaged, and to promote fair, safe, and equitable business practices. We also aim to uphold the same responsible practices across our supply chains.	To create and maintain a workplace where every employee feels respected and is treated equally, while striving to uphold these principles throughout our supply chain.	To prioritise the use of sustainable materials and processes in our direct operations and value chain. Additionally, supporting clients to make informed decisions about the products they source, helping them to lower their environmental impact.	To minimise and reduce our environmental impact by implementing carbon reduction initiatives, using sustainable materials, and optimising logistics.	Strive to reduce plastic and marine pollution by minimising single-use plastics in packaging materials and ensuring our suppliers act responsibly through regular evaluations.	To develop and promote products that reduce environmental impact by identifying the origin of raw materials and prioritising organic, recycled, recyclable, or biodegradable options.
OUR PROGRESS IN 2024	58% of our employees, 58% of our senior leadership team and 50% of our Group Board are female.	Living wage certification achieved by Brand Addition. 165 supplier assessments conducted in 2024, ensuring responsible business practices are maintained. 88% of top 100 suppliers by spend have signed the Brand Addition ethical code of conduct.	Expanding our team members understanding of different cultures and celebrations. Improvements to our recruitment processes and employee onboarding to help new team members quickly integrate into the business.	Expanding the range of sustainable products offered to clients and updates to the sustainable product catalogue. Transitioned to using Forest Stewardship Council (FSC) certified and fully recyclable materials for all packing materials in our German warehouse.	100% renewable electricity across our direct operations, 11% reduction in energy consumption from prior year. 37% reduction in Scope 1 and Scope 2 emissions from prior year.	2024 earth day campaign focussed on reducing waste found in local streams and waterways and funded the collection of 221,000 pieces of plastic from the Australian coastline. 94% reduction in single use plastic packaging at our UK warehouse since 2017.	2% reduction in site waste and 89% of waste recycled or used for energy recovery. Updates to the sustainable product catalogue to promote sustainable product options to clients, encouraging the adoption of more sustainable materials.
CORNERSTONES	● ● ●	● ● ● ●	● ● ●	● ●	●	●	●

DELIVERING STAKEHOLDER VALUE THROUGH ESG

Our four cornerstones underpin our ESG strategy and are fully integrated into all aspects of our business. Through ESG we aim to deliver sustained long-term value for our business and our stakeholders.



INTRODUCING OUR 2024 ESG REPORT

Striving for success.

As the ESG landscape evolves, we continue to refine our approach with the common goal of always doing the right thing and adhering to our Group values. We continuously strive to reduce our environmental impact and protect stakeholder interests. We uphold responsible and robust governance processes to ensure transparency, accountability, and integrity in all our operations.

We are committed to safeguarding the human rights of all employees and ensuring that we only work with suppliers who share our values. We collaborate with clients to provide the best solutions for their promotional product needs through our services and software solutions, helping them enhance their businesses.

We recognise that we cannot address every issue, so we have established a set of ESG metrics and objectives focussed on the areas that matter most to us and our stakeholders. These metrics aim to make us a better business, helping us learn, grow, and achieve our long-term goals.

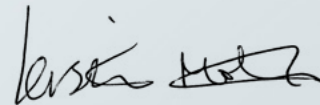
The sourcing and supply of promotional products requires managing a complex and intricate supply chain. Across the Group, we strive to simplify this complexity, mitigating risks for our clients by leveraging expert internal knowledge, robust systems, and processes to provide the best client solutions in a sustainable and ethical manner.

In 2024, we successfully completed the transition to renewable electricity, with all electricity now 100% renewably sourced either through direct contracts or the purchase of renewable energy credits (RECs). Regarding Scope 3 emissions, we reviewed and reclassified supplier categories for Scope 3 purchased goods and services. This reclassification led to a recalculation of our 2021 base year and future years' reporting figures, providing a more accurate representation of our highest emissions category.

We continued to support and guide clients in making sustainable product choices and have worked closely with our value chain to address the urgent need for climate action. In 2024, Facilisgroup was honoured with the Best Place to Work award by the PPAI. We also made improvements to our talent management and succession planning processes. Additionally, the Group was pleased to receive a 'B' ranking for its first CDP disclosure in 2024. This achievement highlights the Group's commitment to tackling climate change and enhancing transparency for investors and stakeholders.

Across the Group we continued to support local charities through Facilis Cares and the efforts of Brand Addition, including their ongoing work with the 'Mustard Tree' charity helping to combat poverty and homelessness. Facilisgroup used its influence in the promotional products community to launch the women's emPOWER initiative, contributing to personal and professional development of women across the industry.

We are committed to our goals and objectives, proud of the progress we have made on our journey so far, and excited about our next steps. We hope you enjoy reading about our efforts in this report, we welcome your feedback.



Kirsten Motyl

Group Senior ESG Officer
March 2025

“We continuously strive to reduce our environmental impact and protect stakeholder interests.”



OUR ESG PRIORITIES AND OBJECTIVES









Our ESG priorities are defined through feedback we receive from our materiality assessment and stakeholder interactions. This ensures we focus on the topics that are likely to have the biggest impact on the Group and are most important to our stakeholders.



The table to the right outlines the key priority areas for the Group in relation to each of our ESG cornerstones, our key objectives and the progress made throughout the year. Further details can be found in the relevant section of the report.

CORNERSTONE	PRIORITIES	2030 OBJECTIVES	STATUS	2024 PERFORMANCE	
 <p>Advancing sustainability</p>	<p>Reduce greenhouse gas (GHG) emissions and our environmental impact.</p>	Net-zero in our direct operations by 2030.		37% reduction in Scope 1 and Scope 2 emissions from prior year.	
		100% renewable electricity by 2025.		All European sites now using renewable electricity and RECs purchased for North America and Asia, achieving our target.	
		Prioritise the reduction of Scope 3 emissions.		15% Increase in Scope 3 emissions in 2024, continued action to promote sustainable practices across our value chain.	
	<p>Enhance the range of sustainable products and support clients to become more sustainable.</p>	Continued development of bespoke client-focused products and stock ranges made from sustainable materials.		Continued client support to develop innovative and long-lasting sustainable products. Collaborating with key clients to evaluate and transition their stock ranges to sustainable alternatives, ensuring alignment with Brand Addition's and clients' product standards.	
		<p>Make packaging more sustainable and reduce waste.</p>	Strive to reduce the amount of single-use plastic in our product packaging and transit packaging.		94% reduction in single use plastic packaging at our Brand Addition UK warehouse compared to 2017.
			Aim to reduce the amount of waste being sent to landfill from our warehouses and distribution centres.		11% of total warehouse waste sent to landfill. Full visibility now available of all warehouse waste, allowing future measuring and tracking against FY 24.
 <p>Empowering our people</p>	<p>Expand Group diversity.</p>	Aim to achieve the RACE Equality Code Quality Mark and strive to create an inclusive culture where everyone feels valued, respected and treated fairly.		Race code achieved, maintaining positive DEI activity to help maintain a strong business culture.	
	<p>Attract, retain and develop our employees.</p>	Aim to achieve and maintain an employee engagement score of 75.		Combined employee engagement score of 69 achieved in 2024, down from 71 in 2023. Feedback under review to determine next steps.	
	<p>Provide opportunities and training to help our people achieve their goals.</p>	Strive for zero accidents in the workplace.		Zero reportable accidents across the Group, maintaining our 100% record.	



OUR ESG PRIORITIES AND OBJECTIVES (CONTINUED)

CORNERSTONE	PRIORITIES	2030 OBJECTIVES	STATUS	2024 PERFORMANCE
 <p>Community engagement</p>	<p>Provide support and charitable giving to local communities.</p>	<p>Aim to volunteer over 1,000 hours annually to support local community projects and encourage a majority of our employees to take part in community volunteering activities to learn new skills and support local projects.</p>		<p>1,576 volunteering hours donated in 2024, an increase of 35% over the previous year.</p>
	<p>Build and grow relationships in the industry to expand the Facilisgroup community.</p>	<p>Grow Facilisgroup community engagement through organised events, education, collaboration and training.</p>		<p>Launch of the Women's emPOWER initiative and continued engagement through Facilisgroup Partner Summit's events and showcases.</p>
 <p>Responsible leadership</p>	<p>Implement and improve key policies and frameworks to provide effective governance.</p>	<p>Development and continuous improvement of key Group level policies.</p>		<p>All policies reviewed and reapproved. New policy implemented on Anti-money laundering and sanctions. Ongoing monitoring of policy compliance and continued training and communication of key policies.</p>
	<p>Regularly engage with all stakeholders.</p>	<p>Improve the supplier assessment programme to incorporate additional ESG related assessment criteria into supplier selection.</p>		<p>Updates to Facilisgroup's annual ESG questionnaire to capture more ESG supplier information to support Partner purchasing decisions.</p>
	<p>Raise standards in our supply chain and increase ESG supplier screening.</p>	<p>Evaluate our suppliers to verify that they are acting responsibly, and they are aligned with our ethical and environmental standards.</p>		<p>165 supplier assessments undertaken by Brand Addition and 88% of top 100 suppliers (by spend) have signed the Brand Addition code of conduct.</p>
	<p>Achieve ISO27001 certification at Brand Addition and SOC2 certification at Facilisgroup.</p>		<p>ISO27001 certification maintained in FY 24. Continued adoption and development of new processes and procedures in preparation for SOC 2 evaluation and certification in FY 25.</p>	

 On track or achieved
 Further work needed





Our progress

Advancing sustainability.

Our aim is to make a positive long-term contribution to reducing the environmental impact of our operations which includes offering innovative products and solutions that support the circular economy.



IN THIS SECTION



- Our approach to sustainability →
- Carbon emissions →
- Energy usage →
- Product sustainability and sustainable procurement →
- Transit packaging →
- Business recycling and waste →
- Case studies →
- Assessing our climate-related risks and opportunities →

Supported UNSDGs



ADVANCING SUSTAINABILITY

Dashboard.

 On track or achieved
 Further work needed

Progress summary

In 2024, 100% of the electricity used across the Group was sourced from renewable energy. We continue to prioritise the selection of sustainable products and collaborate with clients to offer the most sustainable solutions, helping them reduce their environmental impact. We are committed to increasing supplier engagement activities, encouraging suppliers to provide more detailed carbon reporting data and take action to minimise their environmental impact. Additionally, the Group has made significant strides in tracking waste recycling rates, reducing single-use plastic packaging and prioritising waste segregation in our warehouses.

ELECTRICITY CONSUMPTION,
PERCENTAGE RENEWABLE

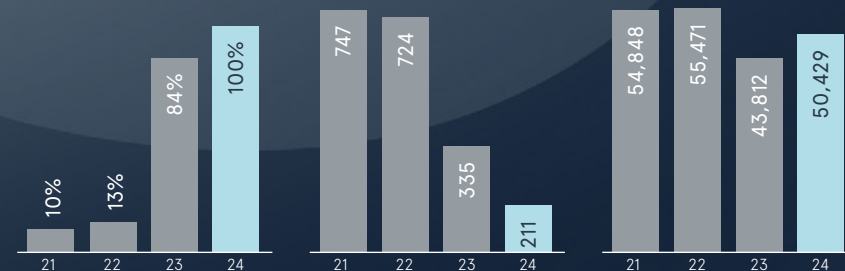
100%
renewable
electricity

DIRECT EMISSIONS¹
(tCO₂e)

37%
reduction

INDIRECT EMISSIONS
(tCO₂e)

15%
increase



1 – Market-based

2030 KEY ACTIONS	2024 PERFORMANCE	STATUS	DETAILS	PAGE NUMBER
GHG EMISSIONS AND ENERGY CONSUMPTION				
100% renewable electricity by 2025	100%		All European sites now using renewable electricity and RECs purchased for North America and Asia, achieving our target.	18
	100%		Electricity consumption from renewable sources.	23
Net-zero in our direct operations	-37%		Reduction in direct emissions (Scope 1 and Scope 2) from prior year, through the use of renewable electricity and improvements in our office and warehouse locations.	18
Prioritise the reduction of Scope 3 emissions	15%		Increase in emissions. Tackling Scope 3 emissions remains challenging. We continue to engage with our value chain to encourage actions that will lead to future reductions.	19
PRODUCT SUSTAINABILITY				
Continued development of bespoke client-focussed products and stock ranges made from sustainable materials	See details		Collaborating with clients to develop sustainable, innovative products with lasting appeal and diverse stock ranges, prioritising the use of sustainable materials.	24
PACKAGING AND WASTE				
Strive to reduce the amount of single-use plastic in our product packaging and transit packaging	-6%		Reduction in the amount of single-use plastic used in our Brand Addition UK warehouse. A 94% reduction since 2017, and a 6% reduction compared to FY 23.	26
Aim to reduce the amount of waste being sent to landfill from our warehouses and distribution centres	89%		89% of waste is recycled or sent for energy recovery. 11% is sent to landfill. Continued focus on waste segregation and supplier engagement to reduce non-recyclable materials received in our warehouses.	27



OUR APPROACH TO SUSTAINABILITY

Our priorities.

As neither of our Group businesses manufacture products, we seek to continually improve our environmental performance, minimise our impact on the environment and reduce our GHG emissions through our direct operations. We provide expertise and support to our clients and Partners to become more sustainable through the products and services we offer. Additionally, we engage with our value chain to influence change, help reduce our indirect environmental impact and ensure compliance with relevant government environmental legislation through continued vigilance in all aspects of our Group's operations.

“We provide expertise and support to our clients and Partners to become more sustainable through the products and services we offer.”

1.

Reducing our direct environmental impact

- Reducing energy consumption.
- Prioritising the use of renewable energy.
- Minimising product transit packaging and ensuring our packaging is widely recyclable.
- Reducing waste on site and reducing the amount of waste sent to landfill.
- Educating our workforce to reduce their impact.
- Reducing our direct carbon emissions.

2.

Supporting clients and partners to become more sustainable

- Providing expert support and guidance to help clients develop sustainable products and stock ranges aligned with their brand values.
- Offering bespoke solutions designed to meet clients' specific sustainable needs.
- Validating sustainable product claims to minimise the risk of greenwashing.
- Helping Partners identify Preferred Suppliers and products through Facilisgroup's Syncore platform to align with their sustainability goals.
- Selecting products that are less energy-intensive to produce or are manufactured from sustainable materials.

3.

Minimising the indirect impact of our value chain

- Identifying suppliers through value chain engagement activities who are committed to reducing their environmental impact.
- Encourage suppliers to measure and reduce their carbon footprint through value chain engagement activities.
- Prioritising suppliers located in countries that are less reliant on fossil fuels or are aligned with our sustainability criteria, where practicable.
- Prioritising less carbon-intensive transportation modes when distributing goods to clients.



CARBON EMISSIONS

Group emissions overview.

Since we began reporting our carbon emissions in 2021, we have implemented several improvements to enhance the quality and accuracy of our data, particularly in respect of Scope 3 reporting. In 2024, our focus has been on refining the categorisation of suppliers to better align the emission factors used to calculate purchased goods and services emissions.

As a result of these enhancements, we have applied new supplier categorisation for 2024 and retrospectively adjusted all previous years back to our base year of 2021. This process has led to a revision of our Scope 3 emissions, providing a more accurate representation of our figures.

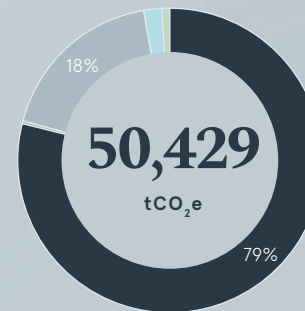
2024 EMISSIONS

**DIRECT EMISSIONS
(MARKET-BASED SCOPE 1 AND
SCOPE 2 EMISSIONS)**



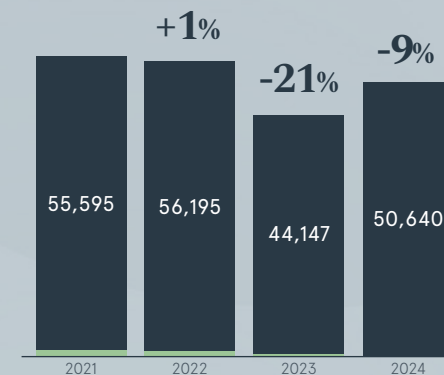
- Stationary combustion
- Mobile combustion

**INDIRECT EMISSIONS
(SCOPE 3 EMISSIONS)**



- Purchased goods and services
- Fuel and energy-related activities
- Upstream transport and distribution
- Waste in our operations
- Business travel
- Employee commuting

TOTAL GROUP EMISSIONS (tCO₂e)*



- Direct emissions
- Indirect emissions

* Market-based net emissions, excluding offsets
Percentage change relates to 2021 base year.



CARBON EMISSIONS

Direct emissions.

Our direct emissions are generated from:

- the electricity used for lighting, powering office and computer equipment, and the forklift trucks in our warehouses;
- the fuel (natural gas) used to heat our buildings; and
- the fuel used in our employees' leased (company) cars which are a combination of combustion, hybrid and electric vehicles.

All of our office and warehouse locations are leased, which limits the changes that can be made to physically reduce direct emissions, such as installing solar panels or investigating alternatives to gas boiler heating. Despite these challenges we take active steps to reduce on-site emissions. When purchasing equipment, energy efficiency ratings are evaluated to prioritise equipment with a lower emissions footprint. Each business is also active in implementing measures to minimise energy usage, see page 23 for more details.

In 2024, the Group successfully reduced Scope 2 (market-based) emissions to zero from the electricity sourced, completing our transition to 100% renewable electricity. This was achieved through a combination of renewable electricity contracts from electricity providers, and Renewable Energy Credits (RECs) where it was not possible to select the electricity provider for centrally controlled or shared occupancy buildings. In FY 24, renewable electricity sourced directly from energy providers accounted for 27% of the total usage, while 73% came from RECs.

The majority of our Scope 1 emissions come from the burning of natural gas in boilers to heat our buildings. In 2024, emissions from stationary combustion reduced by 22% compared to prior year. This reduction was primarily achieved when Facilisgroup relocated its Canadian office to new premises in September. 50% of the Group's offices and warehouses still rely on natural gas for heating and achieving annual reductions remains challenging as usage is often dependent on external weather conditions.

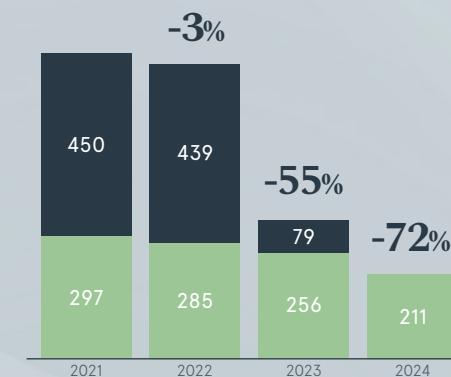
Where possible we utilise products offered by energy providers to reduce our impact. Brand Addition Manchester purchases Renewable Gas Guarantee Origin Certificates (RGGOs) as part of its energy contract, matching the amount of gas used with 'green (bio) gas'. Currently this accounts for 30% of the total Scope 1 stationary combustion emissions. Moving to alternative heating technologies across the Group, such as air source or ground source heat pumps, is not feasible at present but will continue to be regularly evaluated.

To meet our goal of achieving net-zero Scope 1 and Scope 2 emissions by 2030, we will continue to pursue steps to transition the small number of employee-leased vehicles over to electric and utilise high-quality carbon offsets to reduce the remaining emissions from gas boilers until alternative heating options become viable.

72%

REDUCTION AGAINST OUR BASE YEAR
(37% REDUCTION AGAINST PRIOR YEAR)

SCOPE 1 AND SCOPE 2 EMISSIONS
(tCO₂e)



■ Scope 1 emissions
■ Scope 2 emissions (Market-based)

Percentage change relates to 2021 base year.



CARBON EMISSIONS

Indirect emissions overview.

Indirect emissions, also known as Scope 3 emissions, are greenhouse gas emissions that occur throughout our value chain. These include emissions generated from suppliers in the manufacture of materials and the production processes used to produce the promotional products we sell to clients, third-party transportation, waste and travel.

Indirect emissions represent the largest proportion of our carbon footprint and account for 99% of our total emissions, with the majority attributable to Brand Addition. Our two largest emission categories are purchased goods and services and upstream transport and distribution.

Accessing accurate activity-based data or carbon emission figures from our value chain remains challenging. We continue to dedicate our efforts on engagement activities across the value chain to encourage climate action and the development of processes and systems to allow more data transparency across the supplier network. For more details on the progress of our value chain engagement project, which aims to encourage suppliers to measure, share, and reduce their GHG emissions, please see page 22.

Although there have been improvements in the quality of data received from our value chain, further progress is needed before it can be used for accurate activity-based reporting of Scope 3 emissions for our largest emission categories. Currently, we rely on a spend-based approach to calculate a significant portion of our indirect emissions. While this method is less accurate than activity-based reporting, it still provides a useful way to monitor and track these emissions.

We are continuously refining our methodologies to enhance data accuracy and improve the way in which we calculate our emissions. In FY 24 we updated our internal supplier categorisation which has led to a restatement of our purchased goods and services emissions data, improving the accuracy of our carbon footprint calculation. For more details, please see page 20.

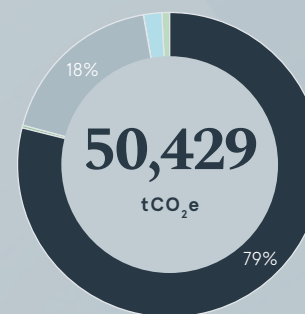
Since our 2021 base year, Scope 3 emissions have reduced by 8%. However, in 2024, total indirect emissions increased by 15% compared to the previous year. This was due to several factors, including:

- an increased volume of products purchased;
- more products delivered to clients; and
- changes in the product and supplier mix, influenced by client demand.

Improving Scope 3 reporting

Scope 3 emissions reporting remains challenging due to the limited availability of data from our value chain partners. Setting Scope 3 targets remains a high priority, but this is challenging at present as it depends on gaining access to more accurate data. We are committed to enhancing data visibility and accuracy through our value chain engagement activities. Improving emissions tracking and data transparency continues to be a key focus area for us in 2025 and beyond, allowing us to set meaningful Scope 3 emissions targets in the future.

2024 INDIRECT EMISSIONS (SCOPE 3 EMISSIONS)



- Purchased goods and services
- Fuel and energy-related activities
- Upstream transport and distribution
- Waste in our operations
- Business travel
- Employee commuting

SCOPE 3 CATEGORY	FY 24	FY 23
Purchased goods and services	39,894	35,988
Fuel and energy-related activities	139	165
Upstream transportation and distribution	9,014	6,316
Waste generated in operations	11*	1
General business travel	882	930
Business travel in employees' own vehicles	7	5
Employee commuting	482	407

*Now includes waste emissions from all warehouse locations. Previously only UK figures were reported due to data availability.



CARBON EMISSIONS

Purchased goods and services.

Purchased goods and services account for 79% of our total Scope 3 emissions. The majority of these emissions arise from our value chain and are attributable to Brand Addition. These indirect emissions are generated by suppliers during the processing of raw materials used to manufacture, decorate and produce the promotional products that are designed sourced and delivered to our clients.

Given the wide variety of promotional products and the diverse range of options our clients demand, Brand Addition works with a large network of manufacturers, wholesalers, decorators, and distributors to meet their growing needs. When designing and sourcing products, Brand Addition prioritises innovative items that are made from sustainable materials, have a long-lasting appeal and can be easily recycled at the end of their useful life. By engaging with the value chain, Brand Addition identifies suppliers who are proactively taking steps to minimise their impact.

Emissions from purchased goods and services are calculated using a spend-based approach, as sufficient data is not readily available from suppliers to allow for more accurate calculations. This limits our ability to reflect the steps being taken to reduce our impact through product and supplier selection, as emissions figures are influenced by supplier spend. We actively engage with suppliers to gain access to more granular product-level data and continue to develop our internal systems to enhance the quality of the data collected.

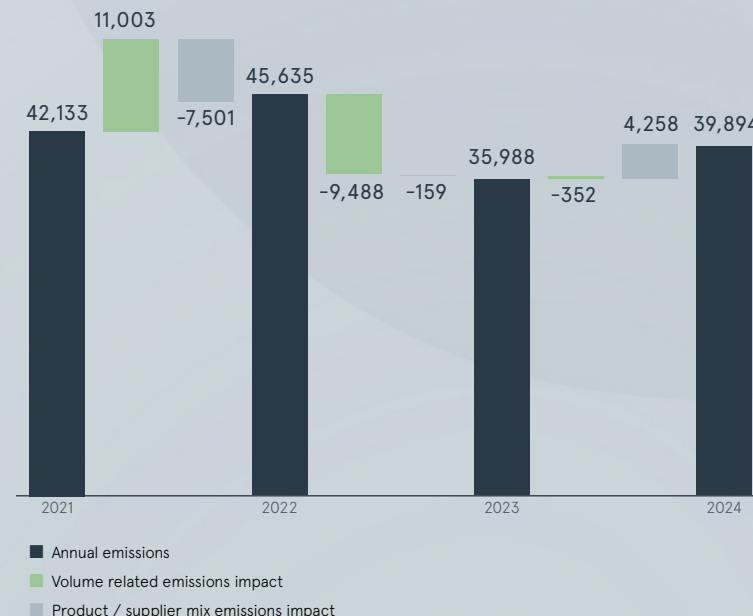
In 2024, Brand Addition enhanced its supplier classifications across the entire purchased goods and services dataset. This improvement provided a more accurate representation of emissions leading to a revision of these emissions and the Group’s overall totals.

Since our 2021 base year, the Group has made a 5% reduction in total purchased goods and services emissions. In 2024, emissions from purchased goods and services totalled 39,894 tonnes CO₂e, representing an 11% increase on prior year. This increase was caused by changes in the product mix and supplier mix, influenced by client product selection, which can be seen from the emissions bridge chart.

Across the Group, we continue to engage with suppliers to influence positive changes to promote the development of products that are manufactured from more sustainable materials, selecting items that are less energy-intensive to manufacture, and prioritising suppliers located in countries less reliant on fossil fuels or with a reduced carbon footprint where practical.

Additionally, we are dedicated to enhancing value chain engagement activities. We aim to encourage suppliers to provide more granular data and commit to measuring and reducing their own emissions. We are also committed to reflecting this progress in future reports as we improve the accuracy and methodologies of our emissions reporting.

PURCHASED GOODS AND SERVICES EMISSIONS BRIDGE (tCO₂e)





CARBON EMISSIONS

Transport and distribution.

To transport the promotional products purchased by our clients, Brand Addition relies on a global network of third-party freight forwarders and logistics providers. Various modes of transport are utilised based on client requirements, including ships, planes, trucks and vans across a variety of different transportation legs. Products are either delivered direct to clients or stored in one of our warehouses until orders are placed for onward shipment, based on client demand.

Brand Addition consolidated its third-party logistics providers in FY 23 to deliver a more streamlined service. The focus was on prioritising suppliers committed to reducing their environmental impact, capable of providing impact reports for deliveries made on our behalf, and offering various options for our clients to lower their emissions. In FY 24, they continued to make best use of the improvements implemented by third-party logistics providers for final mile deliveries, to minimise our impact.

In 2024, product selection influenced changes to the sourcing mix, supplier locations and an increase in the volume of shipments to our clients. This resulted in a 43% increase in transport and logistics emissions compared to FY 23. Despite this increase, Brand Addition successfully reduced the proportion of emissions associated with air freight by 5% compared to 2023, through informed decisions about transport methods.

Across the Group we continue to look for ways to reduce the emissions impact from emissions generated by our logistics providers. This includes exploring alternative transport modes and optimising delivery routes. Our commitment to sustainability remains a core focus as we strive to balance growth with environmental responsibility.





CARBON EMISSIONS

Encouraging sustainable practices across our value chain.

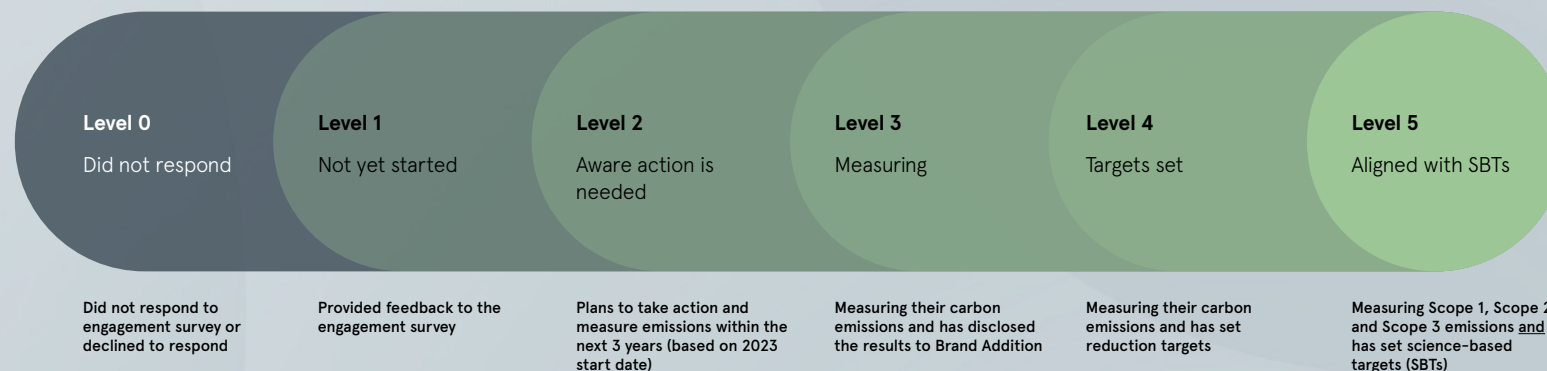
Decarbonising our value chain is the biggest challenge in tackling Scope 3 emissions and is crucial for reducing our overall impact and achieving net-zero emissions across the Group. Scope 3 emissions represent 99% of the Group's total emissions, primarily generated from the manufacture and distribution of the products sold by Brand Addition.

To tackle Scope 3 emissions, both of our businesses directly engage with their value chains to encourage action and explain the positive benefits of measuring, tracking and reducing their environmental impact.

In 2023, Brand Addition initiated a value chain engagement project involving its top 60 suppliers by spend, aiming to benchmark the actions being taken to measure, track and reduce carbon emissions. This exercise was repeated in 2024, expanding to include the top 66 suppliers, representing approximately 50% of the total emissions footprint from Brand Addition's purchased goods and services emissions category.

The results from the assessment were fed into an internal supplier tracking tool, which ranks suppliers based on their progress in measuring and reducing emissions, with the aim of encouraging all top suppliers to move up the scale and reach level five.

Measuring suppliers performance



Across our industry, there is wide variability in the actions being taken by factories and suppliers to combat carbon emissions. However, with the introduction of the Corporate and Sustainability Reporting Directive (CSRD) in Europe and additional frameworks and regulations planned for the future, we expect increased action from more suppliers.

Through Facilisgroup, we are fortunate to host industry community events bringing together some of the largest suppliers and distributors in North America. At these events, we leverage our influence and educate the promotional

products community on the importance of tackling climate change and how it is increasingly influencing client purchasing decisions.

We will continue to leverage our influence to drive positive change across the industry and encourage sustainable practices across our value chain, with the long-term aim of reducing our Scope 3 emissions.

“We will continue to leverage our influence to drive positive change across the industry.”



ENERGY USAGE

Optimising energy use and reducing consumption.

As the Group does not perform any manufacturing and does not have any large plant equipment, our energy usage is low. Electricity used for lighting and gas used for heating represent our largest sources of energy consumption. Additionally, the Group has a small number of Company lease cars, so we also account for energy used from mobile combustion.

Across our offices and warehouses, we seek to minimise energy consumption by ensuring computers and monitors are turned off when not in use. When replacing lighting and equipment, we aim to purchase more energy-efficient alternatives. For lease cars we aim to transition vehicles over to hybrid or electric models.

Energy usage from heating buildings is highly dependent upon external weather conditions. While we make best efforts internally to minimise energy consumption, external temperatures throughout the year can have a significant impact on energy usage.

Over the course of 2024, we reduced our overall energy consumption by 275 MWh, representing an 11% reduction throughout the year.

New offices for Facilisgroup Canada

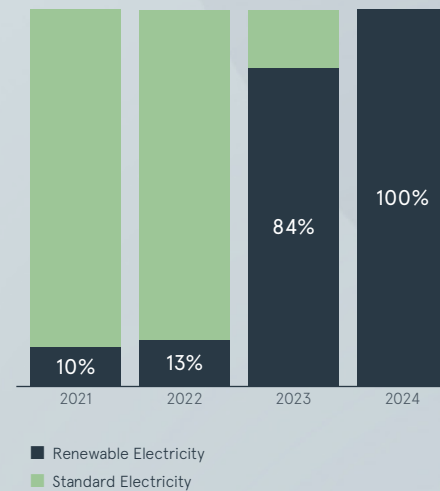
In September 2024, Facilisgroup relocated its Canadian office to newer premises, utilising LED lighting and more efficient heating. The office also has a smaller footprint, providing opportunities for further savings in the amount of energy used. These changes have helped to reduce the Canadian office’s energy consumption by 21% in FY 24.

Improving the lighting in our St. Louis warehouse

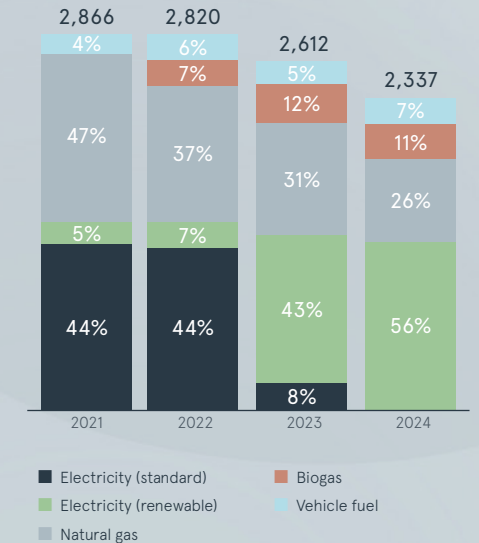
In January 2024, the Brand Addition St. Louis warehouse upgraded its lighting by replacing incandescent and fluorescent units with LED fixtures. The installation also included sensors that adjust the lighting intensity in low-traffic areas, providing additional energy savings. Since the upgrade, Brand Addition has achieved a saving of 26 MWh in electricity consumption on-site, equating to a 15% reduction over the entire year.

“In 2024, we reduced our overall energy consumption by 11%, 275MWh.”

RENEWABLE ELECTRICITY PERCENTAGE



TOTAL ANNUAL ENERGY CONSUMPTION (MWh)





PRODUCT SUSTAINABILITY AND SUSTAINABLE PROCUREMENT

Supporting clients with sustainable solutions.

Businesses use promotional products to increase brand awareness, foster customer loyalty, and create a tangible connection with their target audience. Product sustainability continues to grow in importance as it aligns with growing client expectations for environmentally responsible practices.

Sustainable products help reduce environmental impact by using eco-friendly materials and processes, which can help enhance a brand's reputation and build trust with clients. By prioritising sustainability, businesses can demonstrate their commitment to corporate social responsibility, differentiate themselves in the market, and contribute to a more sustainable future.

Across the Group we are committed to supporting clients by developing and sourcing sustainable products that align with clients' brand values and environmental expectations. Our efforts are focussed on several key areas:

Sustainable procurement

When identifying and selecting suppliers, we prioritise those who offer sustainable products made from environmentally friendly materials and are actively working to reduce their overall environmental impact. We achieve this through our vendor management processes and value chain engagement activities. To underline this commitment, in 2024 Brand Addition adopted the guidance provided in ISO 20400, a sustainable procurement standard that has helped strengthen supplier engagement practices, improve operational transparency, and enhance procurement processes.

Sustainable materials

We prioritise the use of sustainable materials in the products that we develop for our clients. This includes sourcing materials with a reduced environmental impact and aiming to prioritise materials and products that can be easily recycled when they reach the end of their useful life cycle.

Sustainable claims validation

We have developed and implemented our own product sustainability standards that define the materials, certifications, and processes required to classify a product as 'sustainable'. By using these standards, we evaluate products and make best efforts to ensure that all sustainability claims on raw materials or finished products are thoroughly checked, so clients can feel confident and trust the products they choose.





PRODUCT SUSTAINABILITY AND SUSTAINABLE PROCUREMENT



Innovative products

Our talented buying teams seek out unique, sustainable products from our extensive supplier network, making sure they meet our high standards before offering them to clients.

Sustainable product catalogue

Internally developed product catalogues feature products from our network of importers and distributors that have been pre-assessed against our own sustainability standards. This ensures that any sustainability claims are validated prior to client orders. This approach provides several benefits, including the ability to offer validated solutions for last-minute or time-sensitive client requests. It also gives clients confidence that the products have been pre-validated against our standards, preventing false claims or greenwashing.

Custom Solutions

For clients seeking bespoke customised solutions, our dedicated sustainability team provides expert support in design, material selection, supplier selection, and product validation to help clients choose the right product for their specific use case. This collaborative approach ensures that bespoke products resonate with the customer's target audience and have a reduced environmental impact.

Alongside more traditional products, our sustainable product offerings also extend to luxury packaging, where sustainability is at the forefront of our design. In 2024, Brand Addition showcased its sustainable luxury packaging solutions at Luxe-Pak in the U.S., highlighting how thoughtful sustainable materials can be included in our products and provide sustainable solutions for our clients. See our case study on page 29.





TRANSIT PACKAGING

Optimising product packaging.

We strive to optimise product packaging to use the minimal amount of materials while ensuring products arrive to clients damage-free. We aim to use materials that support the circular economy, are easily recyclable, and minimise waste.

Where possible, direct shipments are made from manufacturers to end clients or products are sent out from our warehouses in their original packaging to minimise additional transit packaging. For smaller quantities or where multiple line items need to be packaged together, our own transit packaging is used.

Standardising our packaging

Over the past two years, Brand Addition has been implementing a programme across its warehouse locations to optimise transit packaging, standardising sizes and materials where possible. This project has also allowed the business to consolidate suppliers, improving access to data on all purchased packaging. As a result, it is now possible to measure and track the packaging materials and usage across all warehouse locations, whereas previously this was only possible for the UK warehouse.

In 2024, further enhancements were made to the packaging processes. The Brand Addition German warehouse conducted a comprehensive review of its operations, leading to significant changes that resulted in:

- a reduction in the amount of cardboard used in outer packaging by decreasing the box wall thickness for shipments under 7kg, ensuring product integrity remains uncompromised.
- the standardisation of packaging sizes, leading to a 45% reduction in the number of packaging types used, allowing for more effective packing and less material usage; and
- all cardboard boxes are now made from Forest Stewardship Council (FSC) certified, and fully recyclable materials.

These changes were implemented in November 2024 and will help further reduce the amount of packaging materials used in 2025.

Reducing our reliance on single-use plastic packaging

Although it is not possible to eliminate the use of plastics entirely across the Group, steps have been taken to minimise single-use plastics in transit packaging and only using plastic when no other viable alternatives exist. When plastic packaging is necessary, we prioritise materials manufactured from recycled content. Additionally, we collaborate with suppliers to explore alternatives that will allow us to increase the amount of recycled content in our packaging.

Since we began tracking single-use plastic packaging in our Brand Addition UK warehouse, we have reduced usage by 94% compared to our 2017 base year and by 6% compared to the prior year.

“We aim to use packaging materials that support the circular economy and are easily recyclable.”



BUSINESS RECYCLING AND WASTE

Responsibly taking action to minimise waste.

The waste generated across the Group can be classified as internal or external. Internal waste is produced within our office and warehouse locations and external waste is generated by our suppliers and clients. The majority of waste originates from our Brand Addition warehouse locations.

Internal waste includes: paper, food waste from break areas, a small amount of WEEE waste (e.g. computers, old electrical equipment) and old product samples. External waste, which represents our largest waste stream includes: suppliers transit packaging (e.g. cardboard boxes, shrink wrap, plastic packaging) and obsolete / end-of-life client stock.

Across the Group we follow a waste framework to help manage, prevent and reduce the amount of waste produced. To reduce internal waste, staff are regularly trained and reminded about correct waste segregation, encouraged to print documents only when necessary and participate in office-wide initiatives such as litter-less lunches.

To reduce the amount of external waste and improve recycling rates we continue to optimise our own transit packaging (see page 26 for more details). We work with suppliers to minimise the amount of packaging they use, encouraging the use of easily recyclable materials and reducing unnecessary packaging received by our warehouses. To actively manage this, Brand Addition has established a packaging standard that is shared with all suppliers to educate them on prioritising recyclable materials and minimising transit packaging. Over time, we expect this to improve recycling rates and help to reduce the amount of transit packaging we receive.

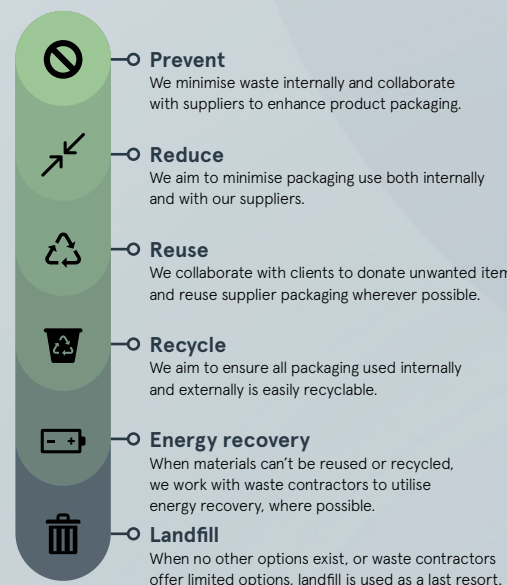
For client's end of line and obsolete stock, Brand Addition collaborates with them to find uses for old items, working with local charities and organisations to repurpose rather than disposing of them.

In 2024, Brand Addition made significant progress in gathering data from waste contractors outside the UK, gaining full visibility of the waste produced at all warehouse locations. This enhanced visibility now allows Brand Addition to monitor recycling rates and minimise waste sent to landfill across all warehouse locations, helping us to monitor progress towards our goal of achieving zero waste to landfill by 2030.

Overall, we achieved a 2% reduction in the amount of waste generated from our warehouse locations and saw a small reduction in the amount of waste sent to landfill. Of the waste produced on-site 73% was recycled, 16% was sent for energy recovery, and 11% was sent to landfill. Waste sent to landfill remains highest at our US warehouse due to the limited options available from waste contractors, which restricts the waste streams that can be recycled at present. We continue to engage in dialogue to enable us to make use of alternative arrangements as soon as these become available.

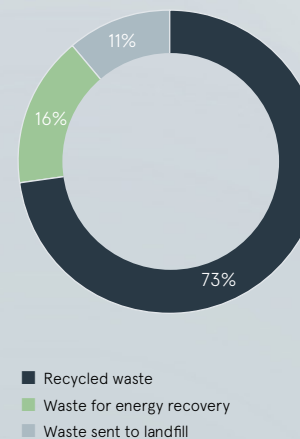
In FY 25, we will continue to review internal processes with the aim of improving waste segregation and recycling rates. We will collaborate with suppliers to minimise product transit packaging and focus internally on reducing waste across our operations.

WASTE HIERARCHY CHART



“89% of waste is recycled or sent for energy recovery.”

WASTE BREAKDOWN (TONNES)





CASE STUDY

Showcasing our sustainable luxury packaging.

In January 2024, Brand Addition showcased its innovative packaging, gifts, and accessories at Paris Packaging Week, followed by Luxe Pack New York in May. These events provided an excellent platform to engage with new and existing clients, demonstrating how our team creates exciting, sustainable solutions using carefully selected materials. The goal is to help clients build brands and create memorable experiences without compromising on quality or sustainability.

The stand allowed our team to interact directly with clients, providing examples of creative solutions that can be used to elevate brands and delight customers. Brand Addition will be attending Paris Packaging Week again in 2025 and has been shortlisted as a finalist for the Premium and Luxury Drinks packaging (PLD) Innovation Awards 2025.

Additionally, Brand Addition was highly commended at the 2024 UK Packaging Awards for their elegant and sustainable keepsake packaging solution developed for one of its clients. This recognition underscores its commitment to sustainability and innovation in luxury packaging.





CASE STUDY

Developing sustainable product solutions.

Brand Addition actively supports clients in developing exciting and engaging sustainable promotional product solutions to connect with its target audience. It achieves this by combining the services of a creative agency with specialist knowledge and expertise in sourcing and sustainability.



Establishing priorities

Every client is different, which is why we work to truly understand the meaning and passion behind their brand. This allows us to establish the sustainability priorities that align with their core values.

Developing guidelines

Establish specific guidelines and specifications based on our client's sustainability priorities to inform purchasing decisions, ensuring we focus on the sustainability elements that matter most to them.

Setting product targets and KPIs

Develop targets and KPIs with clients to monitor progress against agreed sustainability criteria and track how new and existing products evolve over time.

Bespoke product development

Whether clients are looking for products for a consumer promotion or an event, our teams provide expert advice and guidance to help them develop solutions that build emotional connections with their target audience. We prioritise sustainable and memorable product solutions, focusing on the types of products clients want to use.

Product and range evaluation

Supporting clients to develop new products and evaluating existing products and stock ranges. Identifying areas that no longer align with agreed sustainability guidelines and provide new suggestions to help meet their evolving sustainability needs.

Supplier collaboration

Collaborate with suppliers to validate product sustainability claims, ensure products align with agreed standards, and identify suppliers who meet any client-specific guidelines or specifications.

Progress reporting

Provide reports on progress against agreed sustainability guidelines and KPIs to monitor improvements.



ASSESSING OUR CLIMATE-RELATED RISKS AND OPPORTUNITIES

Climate-related risks and opportunities.

Assessing the Group's climate-related risks and opportunities (CRROs) is critical for identifying existing and emerging risks, as well as exploring opportunities arising from the impacts of climate change. The assessment also helps our investors and stakeholders make informed decisions about our business and understand the steps we are taking to mitigate these risks and capitalise on our opportunities.

The process for identifying risks and opportunities involves comprehensive engagement with both internal and external stakeholders. This includes brainstorming sessions, workshops, external data and feedback from our ESG materiality assessment. We adopt the same approach as our overarching risk management framework, assessing the likelihood and severity of each risk and opportunity.

Categorising risks and opportunities in this manner allows us to prioritise actions and focus on the highest-scoring risks and opportunities.

CRROs are evaluated and updated twice per year as part of the risk management process. The Audit Committee oversees these climate-related risks within its comprehensive risk review, and the Group Board receives reports from the Audit Committee three times a year, detailing the Group's risk profile, including climate-related risks.

In conducting our most recent assessment, we increased the transitional risk score relating to "mandates and additional regulations", reflecting stakeholder feedback, internal reviews, and the future introduction of ESG and sustainability regulations and legislation. No other material changes were made.

The updated assessment did not identify any risks that are expected to have a material financial impact on the Group at this time. Where risks have been identified, we have proactively implemented measures to minimise any adverse impacts. The highest scoring risks and opportunities from our assessment are detailed on page 33.

We recognise the importance of ensuring that we continue to develop and evolve our risk management framework, and we will ensure that the scenarios used to quantify risk factors remain current and continue to evolve to represent the changing landscape.

“CRROs are evaluated and updated twice per year as part of the risk management process.”



SCENARIO PLANNING

The table below outlines the three climate-related scenarios we have used to assess the resilience of our business and sustainability strategy. These scenarios help us determine the potential transitional and physical impacts, as well as opportunities that may affect the Group. These scenarios have been developed based on publicly available data from the Intergovernmental Panel on Climate Change (IPCC) SR15 report and the Bank of England's "Key Elements of the 2021 Biennial Exploratory Scenario: Financial Risks from Climate Change".

SCENARIO A	SCENARIO B	SCENARIO C
EARLY AND ORDERLY ACTION (NO GREATER THAN 2°C RISE) <ul style="list-style-type: none"> • Early committed action by society to reduce global emissions. • Co-ordinated policies and legislation immediately implemented towards low carbon economy intensifying over time. • Action taken is sufficient to limit global warming to less than 2°C in line with Paris Agreement. 	LATE AND DISORDERLY ACTION (NO GREATER THAN 2°C RISE) <ul style="list-style-type: none"> • Delays in implementing policy needed to reduce global emissions. • Sudden and disorderly policy changes to compensate for a late start to transitioning to a low carbon economy. • Global warming is limited to 2°C in line with the Paris Agreement, but transition starts much later. 	NO CHANGE TO CURRENT SITUATION (GREATER THAN 3°C RISE) <ul style="list-style-type: none"> • Governments fail to introduce additional policies to address climate change resulting in ambitions falling behind Paris Agreement targets. • Global temperatures increase above 3°C.
GROUP TRANSITION RISKS <ul style="list-style-type: none"> • Increasing levels of demand for sustainable products. • Clients focus on high quality goods rather than low-cost items. • Increasing pressure from stakeholders for businesses to demonstrate tangible steps towards reducing carbon emissions and minimising environmental impact. • Increasing regulations, frameworks and reporting requirements for businesses. • Businesses require increased levels of transparency and disclosures to avoid greenwashing. • Increasing costs related to energy and carbon offsets as more businesses look to meet net-zero commitments. 	<ul style="list-style-type: none"> • Reduced short-term action and lessened pressure put businesses to switch to sustainable products. • Rapid cost increases due to fast sweeping changes related to energy transportation and the use of non-environmentally friendly materials. • Reduced demand for promotional products and services as clients look for more cost-effective ways to promote their brand, when policy changes are introduced. • Significant and rapid changes to regulations opening up businesses to litigation risks and shareholder dissatisfaction. 	<ul style="list-style-type: none"> • Regulations stagnate around the environment and climate change. • Demand for sustainable products plateaus as clients switch back to lower cost non sustainable materials adding to problems with biodiversity, waste and pollution. • Energy costs start to increase as fossil fuels become less readily available.
GROUP PHYSICAL RISKS <ul style="list-style-type: none"> • Slow rise in the number of extreme weather events causing minor disruption to travel routes or production. • Damage to biodiversity and crops making manufacturing more difficult, resulting in production shortfalls and / or price increases. 	<ul style="list-style-type: none"> • Rapid acceleration in the number of extreme weather events occurring, leading to production and travel disruption. • Increasing costs of raw materials and lack of availability of certain products. • Increased client frustration due to missed delivery dates and stock availability. 	<ul style="list-style-type: none"> • Severe impacts from extreme weather events, unpredictability in transport routes and production. • Shortages of raw materials, large price increases and volatility making certain products no longer viable. • Instability in global markets and countries as economies suffer from prolonged extreme weather events. • Political and social unrest.

HIGHEST SCORING CLIMATE-RELATED RISKS AND OPPORTUNITIES

The table shown on the following page details the highest scoring risk categories as identified from our CRROs assessment and the mitigating actions that we have in place or the steps taken to continue to monitor and minimise the impact. All risks are evaluated against each climate-related scenario and three different time frames: short (1 year); mid-term (2-5 years); and long-term (6-10 years). These timeframes were chosen to allow the Group to assess and address immediate, near-term, and long-term challenges. The selected periods ensure that the focus remains on actionable and tangible steps without looking too far ahead.

While we have not identified any climate-related risks that are likely to materially impact the financial performance of our business, we continue to enhance our resilience to mitigate potential impacts. We adopt a holistic approach, integrating climate resilience into our overall strategy by considering all potential scenarios identified in our scenario analysis. This proactive stance allows us to address the CRROs from our risk assessments, enabling us to refine our processes and minimise impacts. Specifically, we focus on:

SOURCING RENEWABLE ENERGY:

We ensure our electricity comes from renewable sources and continuously seek ways to reduce energy consumption. However, since we do not manufacture products, our overall impact is minimal.

STAKEHOLDER ENGAGEMENT:

Regular interactions with stakeholders helps us to understand their immediate and future needs, guiding us in adapting our business to effectively meet these needs.

VALUE CHAIN COLLABORATION:

We engage with our value chain to promote climate action through regular discussions, training, annual questionnaires, and communication. These activities are crucial for establishing and aligning a shared understanding of the Group's goals to minimise environmental impact and foster resilience. It also helps us benchmark supplier performance and identify those capable of meeting our mid and long-term demands as client preferences evolve and we advance our climate reduction strategy.

PRODUCT SUSTAINABILITY:

When developing products and stock ranges we engage with clients to provide sustainable options that have a reduced environmental impact. We aim to use materials that support the circular economy. We have a sustainability team consisting of three people within our Brand Addition business providing advice, support and working across our value chain to validate sustainability claims and develop internal standards to support our sales and buying teams in selecting products for clients' promotional activities.

LEGISLATIVE VIGILANCE:

We stay alert to new and upcoming legislation and best practice frameworks related to climate change, ensuring our business remains informed and prepared to act proactively, meeting both our business and stakeholder needs.



HIGHEST SCORING CLIMATE-RELATED RISKS AND OPPORTUNITIES (CONTINUED)

RISK TYPE AND RATIONALE FOR INCLUSION	SUMMARY OF MITIGATING ACTIONS	RISK TYPE AND RATIONALE FOR INCLUSION	SUMMARY OF MITIGATING ACTIONS
TRANSITIONAL RISKS (MARKET)		PHYSICAL RISKS (ACUTE)	
<ul style="list-style-type: none"> Changes in client behaviour, shifts in preferences and expectations (Scenario A, short to long-term) <ul style="list-style-type: none"> Demand may reduce for promotional products. Clients may seek alternative methods to promote their brand. 	<ul style="list-style-type: none"> Clear ESG strategy and action plan to meet the changing needs of our stakeholders. Dedicated sustainability team to support the transition to a low carbon economy. Close working relationships with clients to ensure that we are aligned with their future sustainability needs. 	<ul style="list-style-type: none"> Increased severity of extreme weather events such as cyclones, hurricanes, flooding, drought and wildfires (All scenario's, mid to long-term). <ul style="list-style-type: none"> An increased risk of delays to deliveries, increases in material lead-times, volatility in production and product costs due to the effects of adverse weather. 	<ul style="list-style-type: none"> Location planning built into product sourcing and manufacturing to mitigate against the risk of disruption due to extreme weather events. Robust supply chain with second source alternatives to quickly adapt to changes.
<ul style="list-style-type: none"> Market uncertainty and increased cost of raw materials (Scenario A, mid to long-term) <ul style="list-style-type: none"> Availability and increasing costs of raw materials may result in increases in the cost of goods and delays to delivery. Clients may be more reluctant to place orders due to market forces. 	<ul style="list-style-type: none"> Creative services and account management teams collaborate with clients to find innovative products to meet budget needs to help mitigate raw material cost increases. The Group's suppliers span several geographic regions, and the Group can divert supply across its infrastructure to help combat delays. 	OPPORTUNITIES	
TRANSITIONAL RISKS (POLICY, LEGAL, REPUTATIONAL)		<ul style="list-style-type: none"> Product sustainability <ul style="list-style-type: none"> A growing demand for sustainable products could lead to business growth and new opportunities as the Group supports clients to make informed decisions about the products they source, providing transparency and claims validation. 	<ul style="list-style-type: none"> Providing innovative products and solutions to meet the sustainability needs of our clients, through a validated supply chain. Supporting clients with leading advice and expertise to develop future product ranges or bespoke products made from sustainable materials to meet their growing business needs.
<ul style="list-style-type: none"> Mandates and additional regulations (Scenario A, mid to long-term) <ul style="list-style-type: none"> An increased risk of reputational damage, litigation and client dissatisfaction if products and services do not meet new mandatory requirements. 	<ul style="list-style-type: none"> Dedicated quality and product compliance team to successfully navigate new and evolving mandates and regulations. Mature processes and management systems that are third-party audited to demonstrate a best practice approach. Minimising the risk of non-conformity. 	<ul style="list-style-type: none"> Changing client behaviour and shifts in client preference <ul style="list-style-type: none"> As clients and Partners become more aware of the impacts of climate change, there will be a shift to ensure that they are partnered with the right business to deliver on their sustainability goals. As the regulatory landscape becomes more complex, clients and Partners are looking to work with businesses that can demonstrate a robust approach and support them in additional reporting and compliance requirements. Businesses that are able to demonstrate a robust ESG strategy could result in increased demand and new business wins. 	<ul style="list-style-type: none"> Having a clear ESG and sustainability strategy aligned with our stakeholders helps retain existing clients and attract new business opportunities, as clients seek partners who can support their evolving needs. Dedicated quality and product compliance team to successfully navigate new and evolving mandates and regulations. Client and Partner support to navigate the changing legislative landscape providing expert advice and guidance.
<ul style="list-style-type: none"> Increased stakeholder concern or negative stakeholder feedback (Scenario A, mid to long-term) <ul style="list-style-type: none"> Failure to meet growing sustainability demands from stakeholders may lead to disinterest, hindering the Group's ability to attract and retain clients and investors. 	<ul style="list-style-type: none"> Regular and ongoing stakeholder engagement ensures that we are aligned with the needs and expectations of our stakeholder groups. Evaluation and certification to recognised standards and ratings such as Ecovadis, CDP, ISO9001 and ISO14001 to demonstrate a best practice approach. 		

Our progress

Empowering our people.

Our aim is to create a safe and inclusive culture where our people can thrive and grow, celebrating individuality and diversity.

IN THIS SECTION

- Diversity, Equity and Inclusion →
- Training and development →
- Employee engagement and recognition →
- Health, safety and wellbeing →

Supported UNSDGs



EMPOWERING OUR PEOPLE

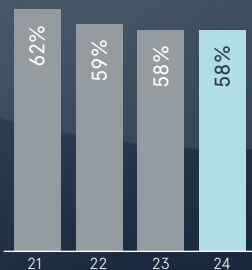
Dashboard.

Our progress

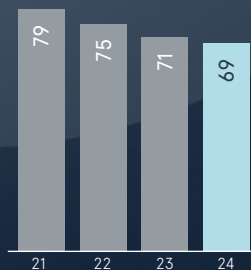
In 2024, we upheld the RACE Equality Code Quality mark and enhanced the gender diversity of our Board. We continued to maintain a good gender balance across the Group, and we saw a small improvement in ethnic diversity. Our gender pay gap figures remained below the UK median, despite an increase in the overall UK median pay gap. Both businesses made improvements in training and development: Facilisgroup launched a mentoring programme, and Brand Addition developed a new training and development policy, incorporating 360-degree feedback to foster future employee development opportunities.

GENDER DIVERSITY
(% FEMALE)

58%

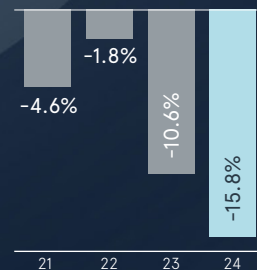
female
representationEMPLOYEE
ENGAGEMENT

69

employee engagement
score

GENDER PAY

-15.8%

UK median gender
pay gap

On track or achieved
Further work needed

2030 KEY ACTIONS	2024 PERFORMANCE	STATUS	DETAILS	PAGE NUMBER
GHG EMISSIONS AND ENERGY CONSUMPTION				
Aim to achieve the RACE equality code quality mark	Maintained	On track or achieved	Maintained our Race Equality Code Quality mark.	36
Aim to maintain a team that is reflective of our stakeholder groups and clients	58% female representation	On track or achieved	The Group continues to maintain a good gender balance across the Group.	38
	23% ethnically diverse team members	On track or achieved	1% improvement from last year. Ongoing efforts to improve recruitment processes and ensure roles are advertised to the widest pool of candidates.	38
Aim to maintain a UK gender pay gap below the national median	-15.8%	Further work needed	5.2% increase in the gender pay gap in favour of women. UK Gender pay gap remains below the UK median, and we continue to closely monitor performance.	40
TRAINING AND DEVELOPMENT				
Supporting our team members to learn and grow	6,025 hours	On track or achieved	Increase in the number of training hours undertaken by team members due to the roll out of new policies and targeted training on topics such as sexual harassment, anti-bribery and corruption.	41
Engaged employees (achieve and maintain an employee engagement score of 75)	69	Further work needed	2-point reduction in the Group employee engagement score. The results of the survey are being used to identify priority areas for 2025.	42
HEALTH, SAFETY AND WELL-BEING				
Aim for zero accidents in the workplace	Zero	On track or achieved	No reportable accidents in 2024.	43



DIVERSITY, EQUITY AND INCLUSION

Our approach and strategy.

The Group is dedicated to fostering a culture of openness, belonging, and trust. We strive to create an inclusive workplace where everyone feels valued, respected, and treated fairly. Our focus is on providing equal opportunities across the Group and promoting a ‘speak-up’ culture through inclusive systems and processes. We aim to attract and retain top talent by offering opportunities for learning and growth through the development and integration of inclusive and equitable practices.

The Group Board is responsible for DEI and delegates responsibility for DEI oversight to the Nomination Committee. The Committee approves the Group DEI Policy and DEI Strategy on an annual basis and conducts a detailed review of DEI progress and achievements once per year. We understand that a diverse Board and workforce enhances the range of skills, expertise and experience within the Group, enabling us to respond effectively to challenges and opportunities. This commitment supports the long-term growth and sustainability of the Group, benefiting our investors and stakeholders.

In 2023, we appointed an external consultant to conduct a thorough review and assessment of our Diversity, Equity, and Inclusion approach against the RACE Equality Code framework. The evaluation provided a solid foundation for developing our DEI strategy, tailored to our specific business needs. This strategy focuses on the followings seven key areas:

- business culture;
- recruitment;
- communication;
- measurement and reporting;
- reward and recognition transparency;
- training and development; and
- DEI governance.

As a precursor to the RACE Equality Code assessment, a DEI Steering Committee was formed consisting of the CEO, Group General Counsel and Company Secretary, Group Senior ESG Officer and DEI Executive Sponsors for each Group business. The DEI Steering Committee meets twice a year to ensure our DEI strategy and direction align with the Group’s priorities and values. Additionally, each Group business develops its own DEI action plan, which is reviewed and approved annually by the DEI Steering Committee. Progress is monitored against agreed objectives and goals.

“The Group is dedicated to fostering a culture of openness, belonging, and trust.”

Our DEI strategy aims to foster an inclusive culture that values diversity in all its forms, ensuring equitable opportunities for all employees. Rather than setting arbitrary targets for gender and ethnicity representation, we place significant emphasis on DEI initiatives to educate and highlight its importance at all levels. Our DEI strategy is closely linked with our succession planning approach, as we recognise that succession planning can help develop our DEI objectives by building diversity in the talent pipeline. This will ultimately lead to a more diverse senior leadership team.

Through this approach, we aim to impact the openness and inclusiveness of our Group’s culture. This, in turn, enhances our ability to attract and retain talented individuals from diverse backgrounds, focusing on more than just gender and ethnicity. We are committed to continuously evaluating and improving our DEI initiatives to ensure they remain effective and relevant.

By embedding DEI into our core practices, we enhance our ability to innovate, attract top talent, and drive business success.



DIVERSITY, EQUITY AND INCLUSION

Building a positive culture.

Culture is at the centre of our DEI strategy. We believe that getting our culture right will help us grow our business, retain existing talent and attract a diverse range of new people who want to join our business.

Our DEI strategy sets the tone and focus for the Group. Each of our businesses develops its own plans and are aligned with the seven key strategic focus areas for the Group. This approach provides flexibility to address individual business needs and focus each business's priorities.

DEI oversight is managed by the Nomination Committee with the Board Chair meeting annually with the DEI Executive Sponsors of each business to review progress. During the reviews, each business provides an update on the actions taken throughout the year. This provides an opportunity to discuss areas where good progress has been made and any challenging areas that require further attention.

In 2024, we continued to make positive progress in improving and cultivating our business culture, making the workplace a more inclusive place to work and supporting our teams member in expressing their individuality and difference. Some of our key achievements are listed to the right.



Expanding our knowledge of different cultures and celebrations

We run events throughout the year across all our offices and warehouses to raise awareness of the different ethnicities, cultures and religions of our team members. By raising awareness, we aim to educate our workforce, celebrate our differences and support each other in the daily challenges we face. Events range from coffee mornings and celebrations to opportunities to discuss various topics such as financial wellbeing, religious festivals, or education campaigns such as, Black History Month and International Women's Day.



Building support networks and empowering our team members and the community

Since undertaking the Race Code assessment and being awarded the Quality Mark, we have been fortunate to join a support network of other businesses working to implement the actions from their assessment and build a stronger culture in their organisation. This network meets regularly and provides a useful forum to discuss topics and challenges other businesses may face around DEI and Race, and the steps taken to overcome these barriers. Through Facilisgroup, we also help form connections and relationships within the Facilisgroup community, with a diverse range of industry professionals from different backgrounds. These connections help our community discuss challenges and learn from each other, building a better culture for all.



Recruitment and onboarding

In 2024, we made improvements across the Group in our recruitment processes. Both businesses reviewed their internal and external recruitment processes to ensure roles were advertised to the widest pool of candidates. During interviews, we used diverse interview panels and competency-based assessments, providing a transparent view of the entire recruitment process. For new starters, both businesses reviewed and updated their induction programmes to ensure that all new team members have a clear induction plan that provides a comprehensive overview of the business. Topics such as our culture and DEI are mandatory elements as part of the induction process. Our aim is to get our new team members integrated into our businesses as quickly as possible so that they can feel part of the team and have the confidence to bring their full selves to work each day.

DIVERSITY, EQUITY AND INCLUSION

Group diversity.

We live in a multi-cultural society and take pride in our diverse workforce. Our team members come from all over the world, collectively speaking over 36 different languages. We are committed to promoting diversity in race and ethnicity, gender, age, disability, education and socio-economic backgrounds and sexual orientation. We also

value diversity in personal attributes as we believe it is crucial for building a strong and dynamic team for the long-term future.

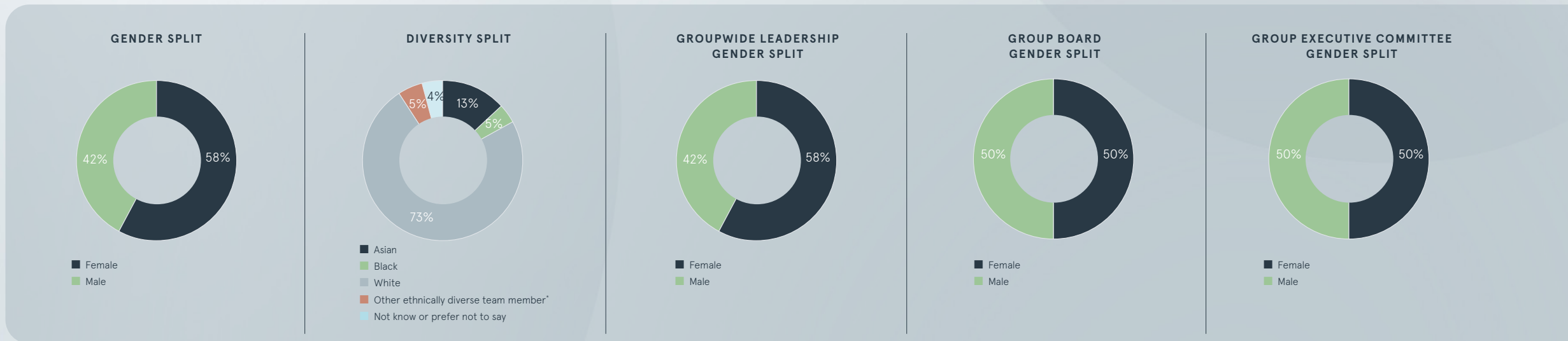
We recognise that advancing diversity across the business takes time. Our approach focusses on building the right culture that allows our team members to be able to bring their full selves to work every day, enabling them to thrive and grow within our businesses.

In 2024, we have continued to develop our team members and evolve our recruitment process. Our businesses also increased the amount of content and DEI-related information across their websites and social media channels to promote the work performed throughout the Group.

In 2024, we improved the gender balance of the Group Board with the appointment of Anne de Kerckhove as our new Non-executive Chair and we saw a 1% improvement in ethnic diversity across the Group. Additionally, we implemented new internal measures to track ethnicity and

gender diversity amongst new starters and leavers, enabling us to monitor changes and effectively prioritise future actions. In 2024, 27% of new starters were from ethnic or minority backgrounds demonstrating our dedication to drive for a more inclusive culture. Moving forward, we will continue to build on these successes and strive for further improvements within the Group.

A full set of our people metrics can be found in the ESG and supporting information section of this report, starting on page 65.



*Other ethnically diverse team member incorporates: Hispanic/Latino, Mixed, Other, Pacific Islander, Native American



DIVERSITY, EQUITY AND INCLUSION

Empowering women in the Facilisgroup community.

In 2024, Facilisgroup launched emPOWER, an initiative dedicated to empowering women within the Facilisgroup community and elevating the impact of women in the promotional products industry. The initiative provided opportunities for women to connect, engage, learn, and support each other. emPOWER delivers events and programs tailored for women by women, contributing to personal and professional development across the industry.

In 2024, Facilisgroup hosted a mix of in-person and virtual events:

emPOWER Atlanta

At Facilisgroup's annual supplier showcase, the business hosted an emPOWER event which was attended by approximately 200 women from the industry. This included the team from Facilisgroup and the Facilis Partner and Supplier community, representing a diverse mix of suppliers

and distributors from the promotional products industry. The event featured a keynote speaker from one of the industry's largest suppliers and offered opportunities to network and discuss relevant challenges and opportunities.

Virtual event to discuss the power of personal accountability

Hosted by Facilisgroup, this virtual event featured a guest speaker discussing accountability specifically geared towards the female audience, with time for questions and feedback at the end of the session.

emPOWER virtual coffee event

This event was created to pair individuals together so that they could connect on a smaller scale, helping with networking, professional development and providing opportunities to learn and gain experience from each other and expand their knowledge of industry challenges and opportunities.

Since launching the scheme, Facilisgroup has received positive feedback from the community and will continue the programme in 2025.





DIVERSITY, EQUITY AND INCLUSION

Gender pay gap.

The Group is committed to fostering an inclusive and equitable workplace. One important aspect of this commitment is taking steps to monitor and reduce the gender pay gap. The gender pay gap represents the difference in the average earnings of men and women and serves as an indicator to help highlight inequalities in the workplace.

Across the Group, we conduct an annual gender pay gap assessment. As our Brand Addition UK business falls above the reporting threshold, it publishes its own gender pay gap report. At a Group level, we also publish a report providing an overview of the gender pay gap performance of each of our businesses and the steps being taken to try to close the gap.

In 2024 we saw the gender pay gap for the Group reduce by 1.5%, bringing it down to 8.9%. However, in Brand Addition the gender pay gap widened to -15.8%, an increase of -5.2% compared to 2023. In Facilisgroup we saw the gap increase to 33.8% an increase, a rise of 3.4% compared to 2023.

At Brand Addition, the UK gender pay gap favours women due to the high proportion of women in the upper and upper middle quartile bands. This trend continued in 2024, with more women moving into the upper middle quartile, further influencing the pay gap.

Facilisgroup continues to face challenges recruiting women into software based roles. As a SaaS-based business, the majority of the software engineers are male, and these roles fall into the higher quartile bands, impacting on the overall gender pay gap figures.

We are committed to closing the gap, but we acknowledge there are no quick solutions to the challenges we face. Across the Group we recognise these challenges and continue to take steps through our DEI strategy, focussing on recruitment, employee development and retention to help address them.

2024 Median gender pay gap

THE PEBBLE GROUP (FULL GROUP)

8.9%

BRAND ADDITION (UK)

-15.8%

BRAND ADDITION (GROUP)

-12.7%

FACILISGROUP

33.8%

UK NATIONAL MEDIAN GENDER PAY GAP (2024)*

13.1%

* Office for National Statistics (UK), 29th October 2024



TRAINING AND DEVELOPMENT

Helping our team members learn and grow.

We want all our team members to achieve their aspirations. By supporting their development and providing training, we believe we can achieve tangible benefits for both our team members and the long-term success of our business. Talent management and succession planning form an important part of everyone's training and development. While each business follows a different approach, we are aligned with a common goal to identify and nurture talent in our organisation through training and development, helping our team members to learn and grow.

Every team member undertakes a thorough induction programme to ensure they are fully immersed in the business and understand how it operates. Team members spend time in each area of the business to gain an overview of its entire operation, helping new team members create connections and quickly integrate into the business. Suppliers also offer opportunities for our team members to visit different types of production facilities to understand how certain products are manufactured and decorated, improving their understanding so that they can better support clients when developing new ranges and suggesting products.

Training and development needs are identified and discussed during annual appraisals and regularly reviewed with managers throughout the year to monitor progress, challenges, and any support needed to achieve goals and targets. Each business provides training through its own in-house platform, featuring

internally developed courses. Additionally, both businesses invest in third-party courses to offer external perspectives on topics such as DEI. Employees are encouraged to pursue professional development, with the Group supporting individuals looking to achieve professional growth within the business.

In 2024, we saw a 47% increase in the total number of training hours conducted across the Group from 4,097 hours in 2023 to 6,025 hours in 2024. This was achieved through the development of new training material, refresher training on key business policies and the creation of individual training plans for existing employees, which include the frequency of retraining required.

Highlights for 2024 include:

- a mentoring scheme introduced at Facilisgroup;
- a revised and updated appraisal process implemented at Brand Addition (including 360 feedback);
- a focus on Group policy training and DEI;
- an increase in the number of training hours across each business and the Group; and
- a new training manager recruited at Facilisgroup.

Talent management and employee development

In 2024, Brand Addition made significant strides in enhancing talent identification and development. The Company designed and implemented a comprehensive Talent Development Policy. To further support this initiative, Brand Addition appointed Delve OD as its external learning and development provider. Delve OD's expertise was crucial in utilising its external talent tool to identify talent and plan for success within the Company. Together, they co-designed a leadership behaviours framework, which has been successfully implemented. Additionally, Brand Addition introduced a 360-feedback tool to provide comprehensive evaluations. To ensure effective talent conversations within teams, a sample group of managers was trained, with plans to extend this training to the wider business in 2025.

“In 2024, we saw a 47% increase in the total number of training hours.”



EMPLOYEE ENGAGEMENT AND RECOGNITION

Creating and maintaining an engaged and motivated team.

Having an engaged and motivated workforce is key to our long-term success and ensures that our business continues to evolve and grow. We regularly engage with employees through surveys, meetings, employee forums and briefings. We listen to their feedback, provide them with relevant information and give them the opportunity to ask questions. This helps achieve a common awareness of our business progress and the overall performance of the Group.

We believe that building connections with our colleagues in formal and informal settings helps strengthen relationships, loyalty and support amongst our employees. In 2024, we arranged two networking events, allowing employees to meet with the senior managers and board members in a less formal setting to discuss various topics. Additionally, we also take time to celebrate our successes and come together for events throughout the year to help build a sense of community and culture, helping our employees feel more engaged with each other.

Each business conducts regular engagement surveys, providing employees with an anonymous platform to give feedback on a wide range of questions. These surveys help identify areas where we have performed well and highlight areas for improvement. An employee engagement score is calculated based on the average combined score from a set of agreed questions, which is used to track performance.

In 2024, we saw a reduction in the employee engagement score across both businesses. The Brand Addition score reduced from 73 to 71 and Facilisgroup reduced from 69 to 67. Both businesses recognise that improvements can always be made and are using the findings from the survey to develop actions to address the key challenges.

In 2024, Facilisgroup was awarded the accolade of 'Greatest Companies to Work For' by the Promotional Products Association International (PPAI) and 'Top Work Places' by the St. Louis Post Dispatch. These awards are particularly special as they are employee nominated, where employees nominate their own organisation and provide feedback on key areas highlighting why they deserve to win the award.

Cheers For Peers

Leading on from a successful initiative from Facilisgroup to recognise the achievements of employees and celebrate their successes, Brand Addition launched an employee recognition platform called 'Cheers for Peers' in 2024. This platform allows team members to nominate colleagues who have performed well and express their appreciation. Nominated individuals receive alerts through the platform about their nomination. Selected individuals are then featured in company newsletters, highlighting their efforts to the wider workforce.

“Having an engaged and motivated workforce is key to our long-term success.”

TOP
WORK
PLACES
2024





HEALTH, SAFETY AND WELLBEING

Fostering a safe and healthy workplace for all.

The Group is committed to creating a safe and supportive work environment that not only safeguards our team members but also promotes their overall well-being. The initiatives conducted across our businesses are designed to foster a healthy work-life balance, encourage positive mental health practices, and ensure that every employee feels valued and protected. By integrating these principles into our daily operations, we aim to cultivate a culture of care and responsibility that extends beyond the workplace, contributing to the long-term sustainability and success of our organisation.

The Group has its own health and safety policy that describes its approach and commitment to the health, safety and well-being of all employees. Each business has its own appointed health and safety officer who is also a member of the senior leadership team and is responsible for the health, safety and well-being of its employees. The businesses also have their own health and safety policies, ensuring they remain relevant to their specific operations while capturing the key points of the Group policy.

Health and Safety Committee meetings are held at least annually within each Group business providing an opportunity to review findings from workplace risk assessments and health and safety walkarounds. The Group Board is provided with a health, safety and well-being report at each meeting. In 2024 there were no reportable accidents or incidents recorded across the Group.

In 2024, Brand Addition achieved ISO 45001 certification at its three warehouse locations. This internationally recognised framework for managing occupational health and safety enhances workplace safety and helps to minimise the risk of injuries, illnesses, and accidents.

Employee well-being

Both businesses recognise that employee wellbeing is a crucial aspect of health and safety. Across the Group, we take steps to support our team members through wellness programmes, training and access to a range of wellness perks to enhance their physical and mental wellbeing. The wellness programmes provide our team with access to subsidised memberships for things such as online fitness classes, gym memberships, or access to mindfulness apps.

In 2024, activities took place to promote mental health during Mental Health Awareness Month. These included providing tips, suggestions and workshop sessions to help individuals recognise the symptoms of stress and anxiety and learn how to cope and unwind. Throughout the year, both businesses also conducted programs and awareness sessions on topics such as breast cancer, men's mental health, and financial wellbeing sessions.

“In 2024, Brand Addition achieved ISO 45001 Occupational Health and Safety management system certification at its three warehouse locations.”





Our progress

Community engagement.

Our aim is to create a lasting positive social impact in our local community while building a strong distributor network that promotes growth, innovation and collaboration in the industry.

IN THIS SECTION

- [Giving back to the community →](#)
- [Facilisgroup community events →](#)

Supported UNSDGs



COMMUNITY ENGAGEMENT

Dashboard.

 On track or achieved

 Further work needed

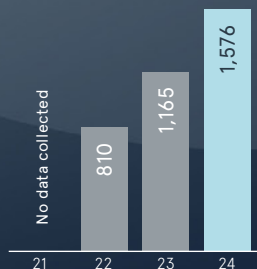
Progress summary

The Group has increased both the number of volunteering hours and the percentage of employees participating in volunteering activities. In 2024, our Group-wide Earth Day event saw team members from across the businesses helping to clean up local waterways. Brand Addition donated 1% of its profits on Earth Day to the Take3fortheSea campaign. Through Facilis Cares, our team members, suppliers, and Partners supported local charities with donations and targeted items to support children in the community.

VOLUNTEERING HOURS

1,576

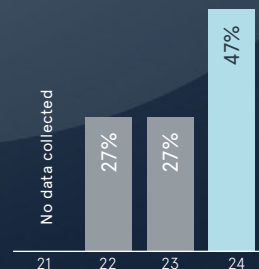
volunteering hours





PERCENTAGE OF EMPLOYEES VOLUNTEERING

47%

participation



2030 KEY ACTIONS	2024 PERFORMANCE	STATUS	DETAILS	PAGE NUMBER
VOLUNTEERING AND SUPPORTING COMMUNITY PROJECTS				
Provide support and charitable giving, aiming for 1,000 hours volunteering	1,576 hours		35% Increase in the number of volunteering hours donated, supporting local charities and events throughout the year.	46
Encourage 50% of our employees to take part in volunteering activities	47% employees		Through Groupwide volunteering activities we have increased employee participation by 20% from 27% in FY 23.	46

GIVING BACK TO THE COMMUNITY

Supporting community projects.

Across the Group, we partner with charities and good causes to provide local support in a variety of different ways. We encourage employees to participate in volunteering projects by offering two days paid time off for activities that they are passionate about. Additionally, employees can join business and Group-wide events supporting larger organisations.

In 2024, we not only saw an increase in volunteering hours but also a rise in employee participation. Engagement in volunteering activities increased from 27% in FY 23 to 47% in FY 24.

Earth Day 2024

Our businesses collaborated on a joint project to clean up local waterways, supporting Mission Clean Stream in St. Louis. Our offices engaged in community activities, collecting rubbish and waste from local rivers and waterways. Additionally, Brand Addition donated 1% of its profits from 22nd – 26th April 2024, funding the collection of over 221,000 pieces of plastic from Australia's coastline, collaborating with the organisation Take3ForTheSea.



Mustard Tree

In 2024, Brand Addition worked with one of its suppliers to provide new uniforms to Mustard Tree, a charity combatting poverty and homelessness. Our team members also regularly support Mustard Tree's food club and furniture shop, with at least one member on-site most weeks.



“1,576 hours
donated in 2024.”

Supporting local schools

School visits to our offices:

Brand Addition hosted three groups of fifteen Year 8 students (ages 12–13) at its offices. During these visits, the team aimed to inspire the students by highlighting various career paths, expanding their networks, and highlighting opportunities in different business areas, from warehousing to finance. During the visit, the compliance department led a hands-on activity, providing insights into their daily responsibilities, such as ensuring product sustainability, managing labelling, and overseeing legal requirements for international shipments.

Participation in a schools career fair:

The event attracts around 200 Year 9 students who are preparing to choose their academic subjects. Brand Addition shared information about career opportunities in the promotional merchandising industry and the necessary qualifications or experience, offering a valuable networking opportunity for students to connect with professionals from various fields.

GIVING BACK TO THE COMMUNITY

Helping to make an impact.

Facilis Cares

The Facilis Cares initiative unites Facilisgroup's Partners, Preferred Suppliers and teams to give back as a community. It aims to capture the collective spirit and dedication of the Facilisgroup Community to help fulfil the needs of underserved and underprivileged individuals through service and donation. When hosting events, Facilisgroup collaborates with charities to help support the community, aiming to leave the local area in a better place than it was prior to their arrival.



Uniting to make a difference in Toronto

Through the combined generosity of our Partners, Suppliers, employees, and Facilis Cares, Facilisgroup raised over \$13,000 USD for Ronald McDonald House Charities South Central Ontario. These funds provide families a place to stay, meals, and care while their children receive lifesaving medical treatment.

At the same event, Facilis Cares joined forces to support the Ronald McDonald House Charities Toronto School, providing house guests with backpacks, supplies, and notes of encouragement, ensuring they have everything they need for a great first day at their new temporary school.

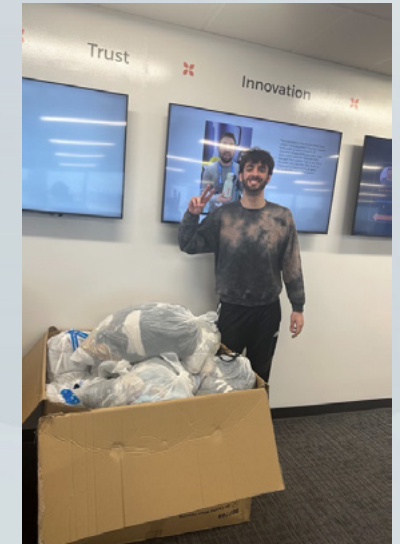


“Giving back to the community through Facilis Cares.”

St. Patrick's Centre

Transforming peoples lives since 1983, the St. Patrick's Centre provides opportunities for self-sufficiency and dignity to people who are homeless or at risk of becoming homeless. Individuals and families build permanent, positive change in their lives through safe and affordable housing, sound mental and physical health, employment and financial stability.

Over the course of two weeks the Facilisgroup St. Louis team donated over 400 lbs of used clothes.





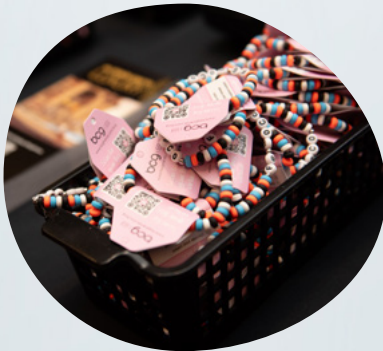
FACILISGROUP COMMUNITY EVENTS

Bringing together the Facilisgroup community.

Facilisgroup is more than a technology company; it fosters communities of promotional product distributors to come together and encourage each other's growth.

Supplier Showcases – Designed to bring together distributor Partners and Preferred Suppliers, these showcases highlight the latest products and provide opportunities for suppliers to host education sessions and network with the wider promotional products community.

Partner Summits – These events connect our community of owners and key managers from across the promotional products industry, providing networking opportunities and insights into the latest industry trends and innovations.



2024 Supplier Showcase

In February 2024, Facilisgroup hosted its annual Supplier Showcase in Atlanta. The event saw more than 800 industry professionals join over three days, featuring a packed agenda of education sessions, workshops and a show floor with Suppliers exhibiting their latest products. The event united Facilisgroup Partners and Preferred Suppliers, offering the opportunity for industry leaders to connect, collaborate, and celebrate innovation and excellence.

Expert-led educational panels covered topics such as mastering sales, elevating productivity, ESG, sustainability and data security. Smaller workshops allowed distributors to discuss common opportunities and challenges, offering advice and support while networking to build new relationships and support networks.

Partner summit

In July 2024, Facilisgroup held its Partner Summit event, which brought together around 170 owners, key account managers and Preferred suppliers from the Facilisgroup community, for networking, learning and celebrating. Sustainability education was a focus throughout the summit, with suppliers presenting on the key trends shaping the promo industry and transforming sustainability initiatives into profitable ventures.

During the two days, participants also engaged through Facilisgroup's exclusive workshop: Sized Solutions designed to cultivate meaningful connections in smaller, intimate groups by facilitating thoughtful discussions on business opportunities and challenges.





Our progress

Responsible leadership.

Our aim is to lead responsibly by demonstrating our strong values, through the use of effective governance. We work to ensure that our governance structure reflects best practice and is embedded into our Group's culture.



- IN THIS SECTION**
- Governance, policies and procedures →
 - Responsible sourcing →
 - Stakeholder engagement and feedback →
 - Customer satisfaction →
 - Information security and data protection →
 - ESG achievements, ratings and standards →

Supported UNSDGs



RESPONSIBLE LEADERSHIP

Dashboard.

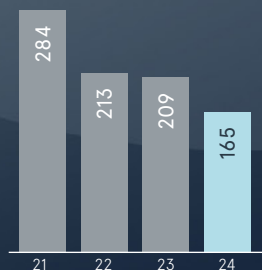
✔ On track or achieved
🔄 Further work needed

Progress summary

In 2024, the Group continued to focus on maintaining robust governance processes and policies. We developed new policies related to anti-money laundering and sanctions and introduced training courses to educate our teams and ensure effective implementation. Brand Addition achieved ISO 45001 occupational health and safety management certification at its warehouse locations in the UK, Germany, and North America. Supplier assessments remained focussed on ensuring adherence to agreed ethical standards, meeting the requirements detailed in our labour standards and human rights policy.

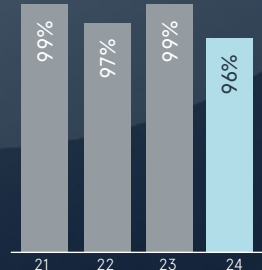
NUMBER OF SUPPLIER ASSESSMENTS COMPLETED

165



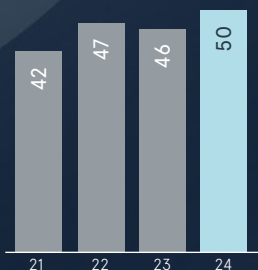
PARTNER RETENTION RATE* (FACILISGROUP)

96%



NET PROMOTER SCORE (NPS) (BRAND ADDITION)

50



* Excluding acquired Partners

2030 KEY ACTIONS	2024 PERFORMANCE	STATUS	DETAILS	PAGE NUMBER
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GOVERNANCE, POLICIES AND PROCEDURES



Continue to enhance and develop our Group level policies, aligning our approach across the Group	See details	✔	All policies were subject to annual review and re-approval at Board level. New policy issued on anti-money laundering and sanctions. New training courses were introduced to ensure effective policy implementation on subjects such as anti-bribery and corruption.	53
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RESPONSIBLE SOURCING

Evaluate our suppliers to ensure that they are acting responsibly	165 supplier assessments conducted	✔	In-person supplier assessment conducted to validate compliance with expected standards. A reduction from FY 23, due to consolidation efforts across the supply chain.	55
Increase the number of suppliers who have signed the Brand Addition ethical code of conduct	88%	✔	Improvements in the number of suppliers signing the ethical code of conduct. In FY 24, acceptance was tracked for the top 100 suppliers by spend.	54
Improve supplier assessments by incorporating additional ESG related elements into the assessment process	See details	✔	Updates to the Facilisgroup annual ESG questionnaire to capture more ESG supplier information to support Partners purchasing decisions. Continued review and improvements to Brand Addition's supplier assessment templates.	55

RESPONSIBLE LEADERSHIP

Dashboard.

 On track or achieved
 Further work needed

2030 KEY ACTIONS	2024 PERFORMANCE	STATUS	DETAILS	PAGE NUMBER
STAKEHOLDER ENGAGEMENT AND FEEDBACK				
Aim to maintain a positive net promoter score (Brand Addition)	50		An Increase to Brand Addition's NPS score (FY 23: 46).	58
Aim to maintain a consistent Partner retention rate (Facilisgroup)	96%		<p>There were 10 Partners acquired by other businesses during the year (FY 23: 4).</p> <p>Excluding acquisitions, retention rate was 96% (FY 23: 99%). Including acquisitions the retention rate was 92% (FY 23: 97%).</p>	58
INFORMATION SECURITY AND DATA PROTECTION				
Achieve ISO27001 and SOC2 certification	ISO27001 maintained		<p>All Brand Addition sites worldwide achieved ISO27001 certification in August 2023.</p> <p>Continued adoption and development of new processes and procedures in preparation for SOC 2 evaluation and certification in FY 25.</p>	60





GOVERNANCE, POLICIES AND PROCEDURES

Responsible governance.

We see the principles of good governance not just as a set of guidelines, but as a real basis for making us a better business with strong internal controls that will deliver long-term value and meet stakeholder expectations around leadership and oversight. The Group adheres to the Corporate Governance Code for Small and Mid-Size Quoted Companies 2023 published by the Quoted Companies Alliance (QCA).

We enhance our sound corporate governance grounding by focusing on embedding it into our culture and continually monitoring the Group's governance framework and practices against any: (i) changes in our businesses over time; (ii) changes in official standards; (iii) developments in best practice guidance; and (iv) our stakeholders' expectations. In 2024 the Group was again shortlisted for the AIM Corporate Governance award, recognising our efforts for responsible governance across the Group.

ESG governance

The Group governs ESG and monitors its impact on society, community and the environment through a bespoke ESG framework and a strategy which is based around four ESG cornerstones that are aligned with the output of our ESG materiality assessment and the Group's overall strategy and business model. This ensures that the Group remains focussed on the environmental and social issues that matter most to our stakeholders and are beneficial to our businesses.

The ESG framework is overseen by the Group Board, which sets and approves the ESG strategy, policy and KPIs used to monitor performance annually, and receiving updates on performance every six months. The Group Board also reviews and approves each ESG Report prior to publication, following consultation with the Group Senior ESG Officer.

The Audit Committee oversees the Group's risk register, which includes an assessment of the climate-related risks and opportunities our businesses face. This is reviewed and approved on a biannual basis.

The Group Executive Committee includes an ESG update as a standing agenda item at each meeting, ensuring regular communication and discussion of ESG strategy and progress with the Divisional Leads and other Committee members.

Each Operating Board, led by their Divisional Leads, is responsible for implementing the ESG strategy. Each business has flexibility to develop its own ESG focus, policies and initiatives, defining their own objectives.

Day-to-day oversight of achieving ESG objectives is managed by the Group Senior ESG Officer, who works alongside each Group business to ensure alignment with Group objectives. The Group Senior ESG Officer holds meetings with each business every two months as a minimum to discuss progress against agreed non-financial objectives and KPIs related to topics such as energy usage, carbon emissions, training and policy adherence.

Through this governance structure, the Group Board fosters an open, honest environment and promotes the right ethical culture. This drives effective risk management, governance practices, processes and decision-making at all levels of the Group.

The changing ESG landscape

With the continued evolution of the ESG regulatory landscape, we work hard to stay up to date and aligned with the latest standards, frameworks, and best practice recommendations. We achieve this through a variety of methods, including webinars, online training, and information from our trade associations. Additionally, we actively participate in industry forums and conferences to engage with peers, ensuring we remain informed about ESG developments. We regularly review and update our policies and practices to reflect the latest regulatory changes and stakeholder expectations. By fostering a culture of continuous learning and improvement, we are committed to maintaining a proactive approach to ESG and sustainability.





GOVERNANCE, POLICIES AND PROCEDURES

Ethical business practices.

ESG performance measures

Following the review at the end of 2023 by the Remuneration Committee, three specific ESG-related performance measures were introduced to the Executive bonus reward, linked to tangible targets for inclusions alongside financial performance targets. The ESG performance measures were focussed on three areas: customer satisfaction, employee engagement and ESG and sustainability, each equally weighted at 5% each, accounting for a total of 15% of the total award. The introduction of these measures ensures that executives are incentivised to prioritise and achieve key ESG objectives, reinforcing the Group's commitment to sustainable and responsible business practices.

Key governance policies and procedures

The Group has developed and maintains key governance policies that reflect our tone of voice and establish a common understanding of the high standards of conduct, ethics and responsible business practices expected across our businesses and in our wider stakeholder relationships.

We make policies relatable to our employees and relevant to our Group operations so that they underpin and guide the objectives and strategy of each business. The aim is for everyone to feel proud of the Group, its purpose and vision. Our policies are reviewed annually to ensure they reflect current working practices, remain relevant and are aligned with best practice. They are re-approved by the Group Board each year.

In 2024, we developed a Group training plan to confirm the training requirements and frequency of policy training across the Group. We also continued to conduct annual policy reviews of each Group business to ensure that all employees could access the policies, were aware of their obligations and they were being adhered to.

Anti-bribery and corruption policy

Including gifts and hospitality rules and outlining a zero-tolerance approach. This reflects the Group's commitment to acting honestly, professionally and with integrity in all business dealings and relationships.

Group environmental and climate change policy

Reflecting our obligation to be part of the climate crisis solution and the importance of reducing greenhouse gas emissions.

Anti-slavery and human trafficking policy

Outlining a zero-tolerance approach and clarifying the responsibilities of our businesses to implement and enforce effective systems and controls to ensure that modern slavery is not taking place anywhere in our businesses or supply chains.

Group data protection policy

Recognising that the correct and lawful treatment of personal data will maintain confidence in the Group and its businesses and will provide for successful operations.

Whistleblowing policy

To support and encourage employees and stakeholders to raise concerns in respect of conduct within the organisation that could fall below expected standards without fear of recrimination, victimisation, or suffering a disadvantage of any kind.

Group labour standards and human rights policy

Outlining our corporate responsibility to ensure that our activities do not directly or indirectly violate labour standards and human rights.

All of our Group policies can be found in the ESG section of the Company's website.



RESPONSIBLE SOURCING

Minimising risk throughout our value chain.

We actively collaborate with suppliers to ensure the products we supply come from responsible businesses that share our high ethical and environmental standards. Strategic suppliers play a vital role in the quality of our products and services. We manage suppliers and our relationships with them carefully to ensure they act responsibly and meet the standards that are expected by us and our stakeholders.

Supplier management and due diligence

The Group labour standards and human rights policy sets out the fundamental principles embedded in our business operations and culture to ensure we do not engage in activities that directly or indirectly violate labour standards and human rights. These principles extend to our suppliers and business partners, where we expect them to behave consistently with the provisions outlined in the policy. The Group has a zero-tolerance approach to any form of forced or child labour, slavery or human trafficking.

We have mandatory compliance clauses integrated into third-party Partner and supplier contracts which include corporate social responsibility, anti-bribery and corruption, anti-slavery and human trafficking, trade restrictions and anti-facilitation of tax evasion. These contracts include termination rights for non-compliance.

In 2024 we continued to refine and strengthen our approach to supplier management. All Facilisgroup Preferred Suppliers are required to sign a code of conduct or provide evidence of adherence to an equivalent industry or internal code of conduct as part of their contract. Brand Addition has targeted engagement with its top 100 suppliers, which represents approximately 80% of its global supplier spend to ensure that they have read, understood and have signed the supplier code of conduct. This is a slight change in approach from previous years and allows the business to target the suppliers who present the largest risk first. At the end of 2024, 88% of the top 100 suppliers had signed the code of conduct. Additionally, product suppliers located in high-risk countries are required to read and sign the Brand Addition code of conduct for each purchase order placed; production cannot commence without this.

All suppliers undergo pre-screening before being approved for use. This involves providing information about their business and conducting due diligence checks to ensure they are financially sound and do not appear on any global government databases or lists. Supplier audits and evaluations are also undertaken depending on location, order size and the type of products they manufacture or supply, to validate compliance with the code of conduct. More information can be found on the next page.

“Ensuring suppliers share our high ethical and environmental standards.”





RESPONSIBLE SOURCING

Evaluating and auditing our suppliers.

Product suppliers

Clients work with us and choose our promotional products because they trust that they are manufactured responsibly. Evaluating and auditing suppliers is a fundamental part of what we do, ensuring that the suppliers we work with meet the standards expected by us and our stakeholders.

Our businesses work with a large supplier base of promotional product suppliers, importers, decorators, distributors and factories ranging from large-scale operations to small family run businesses. For that reason, we have developed our own bespoke supplier assessment process that provides flexibility but does not compromise on the standards we expect our suppliers to meet.

The business conducts three different types of assessments:

- new supplier assessments;
- supplier reassessments; and
- follow up assessments.

Product supplier assessments are performed by our own audit team who are based in Asia and Europe, consisting of 12 trained auditors. Reassessments are planned annually to ensure that all suppliers are re-audited every 2 years and new supplier assessments are planned based upon new product development and in partnership with the Brand Addition

buying teams. New assessments usually consist of a two-stage audit. We also consider and evaluate the results of third-party assessments, such as SMETA or BSCI, to make informed decisions about a supplier's ability to meet our high standards.

Supplier self-assessment: New suppliers are required to complete a self-assessment to establish whether they have sufficient processes, policies and evidence to demonstrate that they meet the minimum requirements expected of the suppliers we work with. The results are reviewed by a member of the Brand Addition audit team and discussed with the supplier remotely to establish the findings, only if the self-assessment is approved by a trained auditor can an on-site assessment be scheduled. If the self-assessment is not accepted, the supplier is rejected.

On-site assessment: The on-site assessment is an in-depth assessment to assess:

- the suppliers manufacturing capabilities and quality processes;
- their environmental credentials;
- their health and safety provisions;
- the controls they have in place for the welfare and protection of their employees; and
- on-site dormitory or living quarters.

A typical on-site assessment lasts for one day but may be extended depending on the size and complexity of the supplier. Suppliers are provided with a detailed account of the findings and a corrective action plan. Findings are rated as minor, major, or critical with critical findings requiring immediate rectification. All critical findings must be immediately addressed. If sufficient action has not been taken to address issues identified during the audit the supplier will be de-listed (if part of a reassessment) or not approved as a supplier.

Suppliers in high-risk locations or who manufacture high risk products are prioritised for on-site assessments.

Follow-up assessments: Follow-up assessments are undertaken where critical or major findings are identified during an assessment. In these cases, suppliers are required to develop corrective action plans to address the issues identified and the actions implemented are validated by our audit team on-site or remotely to confirm the actions have been completed. Only after the follow up assessment has been completed and the actions confirmed as closed can a supplier be granted approval to supply products.

In 2024, Brand Addition continued to consolidate its supplier base, prioritising its preferred manufacturing partners. As a result, 165 supplier audits were conducted, fewer than in 2023 (FY 23: 209). However, this allowed for more in-depth on-site assessments to be performed and focus on the suppliers handling the largest volume orders, ensuring they continue to meet Brand Addition's stringent quality, sustainability, social and ethical standards.

“Supplier assessments are performed globally by our team of 12 trained auditors.”

Preferred Suppliers

All Facilisgroup's Preferred Suppliers are required to submit information as part of their Preferred Supplier agreement to allow the business to conduct a product safety and compliance desktop assessment as part of the onboarding or the contract renewal process. All Preferred Suppliers must complete an ESG questionnaire, providing details of their ESG credentials and confirm acceptance of several non-negotiable declarations relating to corporate and social responsibility, cotton sourcing and conflict minerals.

All suppliers are required to adhere to the Promotional Products Association International (PPAI), industry-wide code of conduct, or equivalent internal codes. The Facilisgroup onboarding team then undertakes due diligence checks to validate the information provided and conduct additional checks to ensure that the potential new Preferred Supplier is not subject to any legal proceedings, litigation or product claims. Only upon successful review are they granted approval.



RESPONSIBLE SOURCING

Product integrity and compliance.

Clients need assurance that the products they use to promote their brand are compliant with all regulatory requirements, free from defects, manufactured through approved supply routes, are safe to use and meet the most stringent quality standards. When claims are made about a product or its materials, we thoroughly investigate these claims to ensure that they can be validated. Ensuring product compliance, quality, and safety is essential.

Brand Addition has a dedicated product compliance team that supports purchasing and merchandising departments in developing product testing plans, undertaking product risk assessments, evaluating product compliance documentation and test reports to ensure that products are fit for purpose. For bespoke-manufactured products, extensive testing is undertaken with certified third-party laboratories to ensure that products do not contain hazardous substances and products have been tested for typical use cases.

For items sourced from wholesalers and distributors, full transparency is expected and access to supply chain details and material composition information. Test reports, restricted substance declarations, and sustainable material certificates are rigorously evaluated against required standards to ensure products meet the latest regulations before approval. For products included in clients stock ranges, periodic compliance spot checks are performed to maintain

adherence to all relevant standards. The compliance team stays up-to-date on regulatory changes by attending webinars, specialised training, subscribing to industry updates, and participating in compliance workshops.

In 2024, the quality and compliance team conducted internal workshops with procurement and buying teams, as well as external workshops with its value chain. These sessions addressed key regulatory changes affecting the products we procure on behalf of clients, including topics such as EU Deforestation Regulations (EUDR), new labelling requirements to comply with Spanish packaging recycling legislation, and the new EU General Product Safety Regulations (GPSR). These workshops are essential to ensure our teams remain informed about key changes and our suppliers comply with mandatory regulations.

To check product integrity, products are subject to in-line quality inspections during production, outgoing quality inspections on products shipped directly to clients, and incoming quality checks on items received at our warehouses. These inspections are carried out by third-party inspection firms or our own quality team to ensure that products are defect-free, meet specified requirements, and are fit for their intended use.

“Ensuring product compliance, quality and safety is essential.”





STAKEHOLDER ENGAGEMENT AND FEEDBACK

Connecting with our stakeholders.

Understanding the needs of our stakeholders and the Group's ability to foster effective business relationships is critical to our success. The Group is committed to ensuring that strong, positive relationships are built and maintained with stakeholders to allow for open engagement and ensure that we have a good understanding of what is important to them.

We regularly engage with all our stakeholders through investor meetings, webinars, on-line training, satisfaction and engagement surveys, regular business updates and business reviews with our clients and Partners.

A summary of our 2024 engagement activities is shown in the table to the right.

	WHY WE ENGAGE	OUR 2024 ENGAGEMENT ACTIVITIES
EMPLOYEES	<p>Our global team's skills, expertise, loyalty, and dedication drive our vision, strategy, and goals, making them essential to our long-term success.</p> <p>We engage with employees to foster a positive and inclusive culture, supporting their development to ensure they are fully engaged and effective in their roles.</p>	<ul style="list-style-type: none"> • Group Board internal networking events with employees. • Global and local updates on key business topics. • Employee feedback surveys. • Employee forums and health and safety committees. • Newsletters. • Training through live sessions and dedicated training platforms.
CLIENTS AND PARTNERS	<p>Effective engagement is crucial for attracting and retaining quality clients and Partners and fostering strong, long-term relationships.</p> <p>Our products and services support their success.</p> <p>The Group Board invests in technology, services, and teams to enhance these relationships and create long-term value.</p>	<ul style="list-style-type: none"> • Facilisgroup annual Supplier Showcase and Partner Summit events. • Ongoing schedule of Partner site visits to understand Facilisgroup Partners and how they utilise our technology and services. • Quarterly business reviews (QBRs) with key clients at Brand Addition. • Ongoing client visits to better understand clients growing product sustainability requirements. • Client and Partner feedback questionnaires.
STRATEGIC SUPPLIERS	<p>The quality of our products and services is heavily influenced by careful management of strategic supplier relationships.</p> <p>Developing a community between suppliers and Partners is a key part of Facilisgroup's business model which creates additional opportunities for all.</p> <p>In Brand Addition, a diverse and robust supply base made up of long-term trusted partnerships is important to manage global supply chain challenges and to meet clients' and the Group's commitment to ethical values, ESG and sustainability standards.</p>	<ul style="list-style-type: none"> • Face-to-face and virtual meetings to discuss performance and provide feedback. • ESG and value chain engagement surveys. • Two way supplier evaluation processes. • Facilisgroup's Supplier Showcase, a dedicated trade show for strategic collaboration. • Supplier training webinars and workshops.
SHAREHOLDERS AND THE WIDER INVESTMENT COMMUNITY	<p>The Group Board seeks shareholders aligned with its long-term objectives, as access to long-term capital supports our strategy and growth.</p> <p>Engaging with the investment community helps develop an understanding of our business model, strategic objectives, and culture.</p> <p>Regular engagement ensures investors are informed about our operations, financial performance, and governance, enabling them to make informed decisions.</p> <p>The Group Board reports on ESG to provide investors and analysts with the detailed information needed for investment stewardship.</p>	<ul style="list-style-type: none"> • One-to-one investor meetings (in person and virtual) with the CEO and CFO on markets, strategy and progress – circa. 50 took place in 2024. • Open access investor presentation by CEO and CFO including Q&A via a live webcast (FY 24 and HY 24 webcasts available on the Company's website). • Availability of CEO and CFO to answer questions around trading updates throughout the year. • ESG Executive interview with the Group Senior ESG Officer. • Publication of Annual Report and standalone ESG Report.



STAKEHOLDER ENGAGEMENT AND FEEDBACK

Customer satisfaction.

Strengthening relationships with our customers and seeking their feedback helps us identify our strengths and areas for improvement. We actively seek feedback through surveys and direct communication. This feedback is essential for understanding our customers' needs and preferences, enabling us to make informed decisions and improvements to our products and services.

Each of our businesses tracks key performance indicators such as Net Promoter Scores (NPS), customer retention rates, and both direct and indirect feedback to identify areas for improvement. Our customer service and success teams regularly communicate with customers to discuss feedback and identify areas for improvement.

In November 2024, Facilisgroup implemented a new process to measure customer satisfaction. Feedback surveys are now distributed to all Partners biannually but segmented throughout the year allowing the tracking of a rolling NPS score rather than a single point in time. The first full cycle of Partners will complete in March 2025.

Additionally, the NPS results feed into a customer health score, providing feedback and opportunities to strengthen customer relationships. Targeted customer satisfaction surveys (CSAT) have also been introduced to measure satisfaction with specific interactions or service experiences on the platforms. This helps the teams gain direct feedback on customer interactions and expectations.

IN 2024:

- Brand Addition observed an increase in its NPS score, rising from 46 in FY 23 to 50 in FY 24.



- In 2024, 10 Facilisgroup Partners were acquired by other businesses (FY 24:4). Excluding acquisitions, retention rate remained strong at 96% (FY 23: 99%).
- Previously Partner retention was reported including acquired Partners, for 2024 this was 92% (FY 23: 97%). Moving forward, we will report on Partner retention, excluding acquisitions, as Facilisgroup has no control over this.



“We regularly communicate with customers to discuss feedback and identify areas for improvement.”





INFORMATION SECURITY AND DATA PROTECTION

Safeguarding data with robust security measures.

“We are committed to protecting the data we process and upholding high standards in data ethics and security.”

We recognise that cyber threats are increasingly sophisticated and pose a risk to all businesses. The Group remains proactive and ever vigilant in its approach to information security and data protection, which are key focus areas of our IT strategy. We remain committed to ensuring that we have robust processes and systems in place to protect the data that we process and to uphold high standards in data ethics and security.

Data protection policy: The Group has a data protection policy, a skilled Data Protection Officer (DPO) and employs personnel dedicated to IT security within each business. Each business maintains its own robust policies, procedures, and systems specific to its operations, aligned with international standards.

Compliance and best practices: We aim to follow best practices to ensure compliance with relevant laws and regulations in the countries where we operate. We are committed to collecting, processing, and analysing data in line with data privacy legislation, working closely with our suppliers, customers, and Partners to ensure compliance.

Risk-based approach: Across the Group, we adopt a risk-based approach to identify, assess, and mitigate cyber risks. We invest in technology and solutions and implement rigorous processes to protect our networks, data, services, and hardware from unauthorised access, misuse, or damage.

Cyber threat controls: Controls are in place to safeguard data and help prevent, detect, and respond to ransomware and other cyber threats. Each business employs third-party organisations to conduct regular penetration testing of our systems and infrastructure, providing feedback on any vulnerabilities to improve system robustness.

Employee training: All Group employees are required to participate in mandatory IT security awareness training, refreshed annually. The training material is constantly updated to reflect current trends and risks, providing useful information on identifying potential threats and staying secure.

Continuous monitoring: Our IT teams actively monitor cyber security trends and continuously identify new processes, systems, and technologies, including Artificial Intelligence, to mitigate the likelihood of successful breaches. Disaster recovery plans and crisis management procedures are in place to manage IT security incidents efficiently, ensuring business continuity with minimal interruption.

Highlights in 2024 include:

- Increased frequency of cyber security awareness training and phishing simulations.
- Updated security operations centre and enhanced email security solutions.
- Maintained secure operations with no high or critical security incidents.
- Enhancements to information security monitoring capabilities through a new extended detection and response (XDR) service.
- Rollout of a leading GDPR compliance and insights tool.





RESPONSIBLE LEADERSHIP

ESG achievements, ratings and standards.

Carbon Disclosure Project (CDP)

In 2024, The Pebble Group completed its first CDP group-wide disclosure, providing stakeholders with comprehensive insights into its environmental impact and sustainability initiatives.

We were proud to receive a 'B' ranking for our first disclosure, highlighting the Group's commitment to reducing its environmental footprint and addressing the ongoing impacts of climate change. Brand Addition continued its own CDP participation, receiving a 'C' ranking for its submission.

Ecovadis

Our Brand Addition business maintained its Ecovadis score of 80 and holds an Ecovadis Gold rating, ranking it in the top 5% of similar companies in its approach to sustainability.

The Ecovadis rating helps Brand Addition articulate its commitment to sustainable practices and share the progress made with its stakeholders.

ISO management systems

Brand Addition holds quality (ISO 9001), environmental (ISO 14001), and information security management (ISO 27001) certifications across its business. In 2024, this was expanded to include ISO 45001 occupational health and safety management at all of its warehouse locations. These certifications demonstrate that Brand Addition adheres to the highest standards of quality, environmental responsibility, information security, and occupational health and safety, showcasing its commitment to continuous improvement across all aspects of the business.

Alignment with external frameworks

The Group is committed to supporting the UNSDGs, and we follow the recommendations of the TCFD to effectively assess the CRROs that have the potential to affect our business. Additionally, our GRI index can be found on page 67 of this report.

Trade association memberships

Facilisgroup and Brand Addition are both proud members of a number of trade associations, such as the PPAI (Promotional Products Association International) based in the US, supporting and delivering knowledge to the promotional products industry.



OUR FUTURE PLANS

Our future actions.

ADVANCING SUSTAINABILITY



PRIORITISE VALUE CHAIN ENGAGEMENT ACTIVITIES

to encourage climate action, supporting our Scope 3 emission reduction aspirations.



IMPROVE THE GRANULARITY OF PRODUCT AND MATERIAL DATA

to enhance the accuracy of Scope 3 emissions tracking, enabling us to set and achieve meaningful targets in the future.



INCREASE THE NUMBER OF SUSTAINABLE PRODUCT OPTIONS

available to our clients and integrate sustainability tools and information to help clients make more informed decisions and provide the necessary data to support their growing reporting obligations.



PRIORITISE PACKAGING IMPROVEMENTS

to ensure that over 95% of our transit packaging is recycled, recyclable, or compostable.

EMPOWERING OUR PEOPLE



CONDUCT LEADERSHIP TRAINING THROUGHOUT THE GROUP

to help managers hold talent conversations with their teams.



FOCUS ON DEVELOPING THE RIGHT CULTURE ACROSS THE GROUP

through targeted training, awareness sessions and ongoing actions aligned with our DEI strategy.



ENCOURAGE OUR TEAM

to take advantage of the well-being programmes available across the Group to maintain our high health and safety standards.

COMMUNITY ENGAGEMENT



BUILD EXISTING RELATIONSHIPS

with the charities that we work with and encourage ongoing support from our team members.



MAKE A POSITIVE IMPACT

at each Facilisgroup event by supporting local projects and leveraging the Facilisgroup community through the Facilis Cares programme.



INCORPORATE ELEMENTS OF EDUCATION

around specific ESG-related topics to encourage discussion and change across the industry through our Facilisgroup Supplier and Partner network.

RESPONSIBLE LEADERSHIP



MAINTAIN AND IMPROVE GOVERNANCE PRACTICES

and policies to ensure alignment with best practice.



EMBEDDING ESG AND NON-FINANCIAL KPIs

and metrics into our internal audit processes.



IMPLEMENT A NEW SUPPLIER ASSESSMENT TOOL

to improve audit management and visibility.



PREPARE FOR SOC 2 CERTIFICATION

by continuing to build the necessary infrastructure across our Facilisgroup business.

ESG data and supporting information.

IN THIS SECTION

ESG performance scorecard →

Greenhouse gas emissions and energy breakdown →

Employee numbers →

Employee diversity →

GRI index →

ESG PERFORMANCE SCORECARD

CORNERSTONE	METRIC	2024			2023			2021 (BASE YEAR)		VARIANCE		2030 TARGET
		2024	2023	2021 (BASE YEAR)	BASE YEAR	PRIOR YEAR	BASE YEAR	PRIOR YEAR				
Advancing sustainability	GHG EMISSIONS AND RENEWABLE ENERGY											
	Net zero in our direct operations by 2030	Scope 1 and Scope 2 emissions (tCO2e)	211	335	747	-72%	-37%	0				
	Prioritise the reduction of Scope 3 emissions	Scope 3 emissions (tCO2e)	50,429	43,812	54,848	-8%	15%	Reduce				
	100% renewable electricity by 2025	% renewable electricity consumed across the Group	100%	84%	10%	90%	16%	100%				
	PACKAGING AND WASTE											
	95% reduction in single use plastic packaging ⁽¹⁾	% reduction in plastic packaging	-94%	-88%	-84%	-10%	-6%	-95%				
0% waste to landfill	% waste to landfill	11%	-	-	-	-	0%					
Empowering our people	DIVERSITY, EQUITY AND INCLUSION											
	Achieve the Race Equality Code quality mark	Certification achieved	Maintained	Achieved	-	-	-	Achieve				
	Aim to achieve and maintain a good gender balance	% female representation	58%	58%	62%	-4%	0%	Monitor				
	Aim to maintain a UK GPG below the UK median	% median gender pay gap	-15.8%	-10.6%	-4.6%	11.2%	-5.2%	< UK ONS				
	TRAINING AND DEVELOPMENT											
	Achieve and maintain an employee engagement score of 75 ⁽²⁾	Employee engagement score	69	71	79	-12%	-3%	75				
Community engagement	HEALTH, SAFETY AND WELL-BEING											
	Strive for zero accidents in the workplace	Number of accidents	0	0	0	0	0	0				
	VOLUNTEERING AND SUPPORTING COMMUNITY PROJECTS											
Aim to volunteer over 1,000 hours	Number of volunteering hours	1,576	1,165	-	-	35%	1,000					
Encourage 50% of our employees to take part in volunteering activities	% employees taking part in volunteering activities	47%	27%	-	-	20%	50%					
Responsible leadership	Percentage of suppliers signed ethical code of conduct ⁽³⁾	% suppliers signed social and ethical code of conduct	88%	-	-	-	-	>95%				
	Aim to achieve a strong net-promoter score ⁽⁴⁾	NPS score	50	46	42	19%	9%	Improve				
	Aim to maintain a consistent Partner retention rate ⁽⁵⁾	% Partner retention rate (excluding acquired)	96%	99%	99%	-3%	-3%	Maintain				
	Aim to achieve external certification for each Group business to an information security standard (ISO27001 Brand Addition, SOC2 Facilisgroup)	External certification achieved	ISO27001	ISO27001	-	-	-	Achieve				

1. Brand Addition UK warehouse tracked to 2017 base year.

2. Average employee engagement score for Brand Addition and Facilisgroup.

3. Brand Addition top 100 suppliers by spend (H1 2024).

4. Brand Addition.

5. Facilisgroup (previously reported as, including acquired Partners by other businesses).

GREENHOUSE GAS AND ENERGY BREAKDOWN

ENERGY CONSUMPTION (MWh)		GROUP				VARIANCE	
		2024	2023	2022	2021 (BASE YEAR)	PRIOR YEAR	BASE YEAR
Natural gas		613	822	1,048	1,342	-25%	-54%
Renewable gas (Biogas)		267	313	198	0	-15%	-
Electricity (Standard)		-	216	1,228	1,270	-100%	-100%
Electricity (Renewable)		1,303	1,122	186	137	16%	851%
Transport fuel		154	139	160	117	11%	32%
CARBON EMISSIONS (TONNES CO₂e)		2024	2023	2022	2021 (BASE YEAR)	PRIOR YEAR	BASE YEAR
Scope 1	Stationary combustion (Gas)	176	227	251	271	-22%	-35%
	Mobile combustion (Company owned vehicles)	35	29	34	26	21%	35%
Scope 2	Purchased electricity (Location-based)	364	411	434	410	-11%	-11%
	Purchased electricity (Market-based)	0	79	439	450	-100%	-100%
Scope 3	Purchased goods and services	39,894	35,988 ⁶	45,635 ⁶	42,133 ⁶	11%	-5%
	Fuel and energy-related activities	139	165	178	183	-16%	-24%
	Upstream transportation and distribution	9,014	6,316 ⁷	9,011 ⁷	12,086 ⁷	43%	-25%
	Waste generated in operations	11 [*]	1	1	1	1000%	1000%
	General business travel	882	930	302	176	-5%	401%
	Business travel in employees' own vehicles	7	5	8	4	40%	75%
	Employee commuting	482	407	336	265	18%	82%
Total Scope 1 emissions		211	256	285	297	-18%	-29%
Total Scope 2 emissions (Location-based)		364	411	434	410	-11%	-11%
Total Scope 2 emissions (Market-based)		0	79	439	450	-100%	-100%
Total Scope 3 emissions		50,429	43,812	55,471	54,848	15%	-8%
Total emissions (Location-based)		51,004	44,479	56,190	55,555	15%	-8%
Total emissions (Market-based)		50,640	44,147	56,195	55,595	15%	-9%
Total energy consumption (MWh)		2,337	2,612	2,820	2,866	-11%	-18%
% Renewable electricity		100%	84%	13%	10%	16%	90%
INTENSITY METRICS (TONNES CO₂e PER £1M OF REVENUE)		2024	2023	2022	2021 (BASE YEAR)	PRIOR YEAR	BASE YEAR
Intensity ratio (Location-based)		408	359	419	483	14%	-16%
Intensity ratio (Market-based)		405	356	419	483	14%	-16%
INTENSITY METRICS (TONNES CO₂e PER £1M OF REVENUE)		2024	2023	2022	2021 (BASE YEAR)	PRIOR YEAR	BASE YEAR
Offsets purchased		-	1,220	825	-	-	-
Total net-emissions (Location-based)		51,004	43,259	55,365	55,555	18%	-8%
Total net-emissions (Market-based)		50,640	42,927	55,370	55,595	18%	-9%

1. Emissions reporting is consistent with the reporting requirements of the GHG Protocol Corporate Accounting and Reporting Standard, Revised Edition (2004) and the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).
2. Group emissions column includes UK emissions.
3. GHG emissions have been calculated by each business and then summarised in this table.
4. 'Biogas' is purchased UK gas from our energy provider backed by RGGOs / BMCs.
5. All carbon emissions have been calculated using the Normative carbon reporting engine unless otherwise stated.
6. Purchased goods and services emissions have been revised for all years to allow for more accurate supplier categorisation and emissions mapping.
7. A minor adjustment has been applied to upstream transportation emissions as some emissions were incorrectly classified previously.

Brand Addition

Employee commuting has been calculated using the relevant 2024 DEFRA (Department for Environment, Food & Rural Affairs) emissions factors (EFs).

Facilisgroup

Employee commuting has been calculated using the relevant 2024 DEFRA EFs.

Scope 3 emissions have been calculated using the US EPA Supply Chain Greenhouse Gas Emission Factors v1.3 by NAICS-6.

* Now includes waste emissions from all warehouse locations; previously, only UK figures were reported due to data availability.

EMPLOYEE NUMBERS

GROUP EMPLOYEE NUMBERS (AVERAGE)	2024	2023	2022	2021 (BASE YEAR)
Full time equivalent (FTEs)	523	577	556	461
No. Employees	536	586	568	-
EMPLOYEES (TOTAL NUMBER OF EMPLOYEES)				
Full time	468	543	535	-
Part time	30	36	30	-
Total	498	579	565	439
EMPLOYEES (BY LOCATION)				
Asia	53	59	56	44
Europe	50	60	58	45
North America	165	184	184	124
UK	230	276	267	226
EMPLOYEES (BY AGE)				
Total number of employees under 30	93	127	124	-
Total number of employees 30-50	315	372	364	-
Total number of employees over 50	90	80	77	-
LEARNING AND DEVELOPMENT				
Total number of training hours	6,025	4,097	7,030	-
VOLUNTEERING				
Total number of volunteering hours	1,576	1,165	810	-
Percentage of employees taking part in volunteering activities	47%	27%	27%	-
ENGAGEMENT AND TURNOVER				
Employee engagement score	69	71	75	79
Voluntary turnover	11%	14%	23%	16%
HEALTH AND SAFETY				
No. of reportable accidents (RIDDOR or OSHA reportable)	0	0	1	0

Total number of employees is calculated on 31st December.

Note

- Employee numbers do not include Non-executive Directors.
- Average combined employee engagement score for Brand Addition and Facilisgroup.

EMPLOYEE DIVERSITY

GROUP EMPLOYEE DIVERSITY				
GENDER DIVERSITY – FEMALE REPRESENTATION				
	2024	2023	2022	2021 (BASE YEAR)
Gender diversity	58%	58%	59%	62%
New starters	60%	-	-	-
Leavers	58%	-	-	-
Non- Manager	59%	59%	61%	-
Manager	56%	57%	53%	-
Senior Manager	60%	64%	56%	-
Operating Board / Leadership Executive	50%	39%	40%	-
Groupwide leadership team*	58%	56%	51%	55%
Group Executive Committee	50%	57%	63%	57%
Group Board	50%	33%	40%	40%
ETHNIC DIVERSITY (ALL)				
Asian	13%	13%	13%	16%
Black	5%	5%	5%	2%
White	73%	67%	67%	80%
Other ethnically diverse team member*	5%	4%	4%	2%
Not known or prefer not to say	4%	11%	11%	0%
ETHNIC DIVERSITY (NEW STARTERS)				
Asian	7%	-	-	-
Black	10%	-	-	-
White	73%	-	-	-
Other ethnically diverse team member*	10%	-	-	-
Not known or prefer not to say	0%	-	-	-
ETHNIC DIVERSITY (LEAVERS)				
Asian	9%	-	-	-
Black	6%	-	-	-
White	71%	-	-	-
Other ethnically diverse team member*	3%	-	-	-
Not known or prefer not to say	10%	-	-	-

* Operating Boards, their direct reports and the Group Executive Committee.

+ Other ethnically diverse team member incorporates: Hispanic/Latino, Mixed, Other, Pacific Islander, Native American.

GRI INDEX

GRI STANDARD	DISCLOSURE SECTIONS	PAGE
GRI 2: GENERAL DISCLOSURES 2021		
2-1 Organisational details	About us, Business overview	03, 04
2-2 Entities included in the organisation's sustainability reporting	About us	03
2-3 Reporting period, frequency and contact point	CEO Introduction, Introducing our 2024 ESG Report	06, 11
2-6 Activities, value chain and other business relationships	About us, Delivering stakeholder value through ESG	03, 10
2-7 Employees	Employee numbers	65
2-9 Governance structure and composition	ESG Governance, Corporate governance (Annual Report 2024)	52, 66
2-10 Nomination and selection of the highest governance body		52
2-11 Chair of the highest governance body		52
2-12 Role of the highest governance body in overseeing the management of impacts	ESG Governance	52
2-13 Delegation of responsibility for managing impacts		52
2-14 Role of the highest governance body in sustainability reporting		52
2-16 Communication of critical concerns	Ethical business practices	53
2-19 Remuneration policies	Ethical business practices, Remuneration report (Annual Report 2024)	86
2-20 Process to determine remuneration		53, 87
2-23 Policy commitments	Ethical business practices	53
2-24 Embedding policy commitments		53
2-26 Mechanisms for seeking advice and raising concerns	Ethical business practices	53
2-28 Membership associations	ESG achievements, ratings and standards	60
2-29 Approach to stakeholder engagement	ESG Materiality, Connecting with our stakeholders	08, 57
GRI 3: MATERIAL TOPICS 2021		
3-1 Process to determine material topics		08
3-2 List of material topics	Materiality assessment	08
3-3 Management of material topics		08
GRI 201: ECONOMIC PERFORMANCE 2016		
201-2 Financial implications and other risks and opportunities due to climate change	Climate-related risks and opportunities	30
GRI 302: ENERGY 2016		
302-1 Energy consumption within the organisation		23, 64
302-4 Reduction of energy consumption	Carbon emissions, Greenhouse gas emissions and energy breakdown	23, 64

Page numbers shown in ■ refer to pages in the Annual Report 2024.

Statement of use:

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GRI 1: used

GRI 1: Foundation 2021.

GRI INDEX (CONTINUED)

GRI STANDARD	DISCLOSURE SECTIONS	PAGE
GRI 305: EMISSIONS 2016		
305-1 Direct (Scope 1) GHG emissions	Carbon emissions, Greenhouse gas emissions and energy breakdown	18, 64
305-2 Energy indirect (Scope 2) GHG emissions		18, 64
305-3 Other indirect (Scope 3) GHG emissions		19, 64
305-4 GHG emission intensity		64
305-5 Reduction of GHG emissions		17, 64
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016		
308-1 New suppliers that were screened using environmental criteria	Responsible sourcing	54, 55
308-2 Negative environmental impacts in the supply chain and actions taken	Responsible sourcing	54, 55
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018		
403-2 Hazard identification, risk assessment, and incident investigation	Health, safety and well-being	43
403-4 Worker participation, consultation, and communication on occupational health and safety		43
403-6 Promotion of worker health		43
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016		
405-1 Diversity of governance bodies and employees	Group diversity, Employee diversity	38, 66
405-2 Ratio of basic salary and remuneration of women to men	Gender pay gap	40, 63

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GRI 1: used

GRI 1: Foundation 2021.



**Building brands.
Growing relationships.
Strengthening businesses.**

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