

## Travel policy

Business travel remains our most significant carbon emissions source, necessitating a substantial reduction to align with our near-term Net Zero target.

While essential for client service and relationship building – core components of our brand – we are committed to optimising business travel through careful consideration of need, frequency, and mode of transportation.

### Our approach to reducing travel emissions

We're committed to minimising our carbon footprint by optimizing travel practices. Our strategy focuses on two key areas:

- **Reducing the need to travel:** We're empowering our teams to leverage technology for remote collaboration, reducing unnecessary journeys. This includes equipping both internal and external stakeholders with tools to work efficiently from different locations.
- **Optimising travel choices:** When travel is essential, we encourage employees to select the most sustainable options available. Our travel policy promotes the use of our internal booking system to enhance data collection, risk mitigation, and cost management.

By combining these approaches, we're driving down our travel emissions while maintaining operational effectiveness.

### Alternatives to travel

We've implemented a number of initiatives to empower our employees to reduce their travel-related carbon footprint:

- **Thoughtful travel:** The simplest way to cut emissions caused by travel is to avoid it. We encourage our employees to sense check the necessity of travel and provides practical alternatives. By promoting virtual collaboration, we have significantly increased the utilisation of digital platforms, resulting in a reduction in business travel.
- **Virtual first:** Technology has helped us to connect with clients and colleagues effectively, so we encourage a "Virtual first" approach, which evolves to emphasise different benefits of the technology to our people, and specific features that aid collaboration. Most of the collaborations were in additive, enhancing our connectivity, and client collaboration capabilities. It's one part of our wider digital transformation.

### Travel optimisation

To further reduce company's travel emissions, our travel policy prioritises direct flights to minimise take-offs and landings. We understand that 25% of an aircraft's emissions occur during take-off, landing and taxing, so it's better to take direct flights instead of double the number of take-offs and landings. When direct flights are unavailable, employees are encouraged to select airports closer to their final destination, and complete the rest of their journey by train, bus or car.

### Internal controls

Our travel policy encourages our people to use our internal systems to book travel, giving us greater influence over how they travel. And our requirement for senior management approval helps to challenge the assumption that flying somewhere is always the best option.

## Accommodation

We recommend our employees look for eco-friendly hotels or stays with green certifications. If they're unsure about their credibility, we will check whether they follow a sustainability policy or have published any environmental reports.

From a more practical perspective, we look for lodgings that reduce energy and water consumption, adopt sustainable modes of transportation, actively minimise food and plastic waste, and adopt other green measures.

All overnight accommodation must be authorised in advanced by senior leaders, business support admin team will then book using the most cost-effective method.

## Hybrid working

As a business we encourage hybrid working. Through fostering a "virtual-first" culture, we have made the switch to online meetings and virtual events where possible to allow for completely remote workers. This approach not only lowers our carbon footprint but also enhances productivity and work-life balance.

## Support for walking cycling

We encourage our employees to adopt healthier and more sustainable commuting habits by walking or cycling to work. By providing safe and accessible routes to our offices, we aim to improve employee well-being while reducing our environmental impact. Active commuting contributes to a healthier workforce and a reduced carbon footprint.

## Commuting

In addition to our business travel, employee commuting represents a significant portion of our overall carbon footprint. Factors influencing commuting emissions include employee residence, office location, and client proximity. Our real estate strategy prioritises locations with strong public transportation access.

Over the past two years, we have been tracking commuting patterns, including distance, frequency, and mode of transport. While data collection remains a challenge, our 2022 analysis estimated commuting-related emissions at approximately 160,199.35 kg CO<sub>2</sub>e.

We offer mileage reimbursement for work-related journeys and are continually exploring methods to reduce the environmental impact of employee commuting.

## Engage with employees

To tackle business travel emissions, we bring together staff from different parts of the organisation to analyse different options and choose the most appropriate and effective. Successfully changing employee behaviour requires an understanding of their needs, so working collaboratively is key to success.