



REED & MACKAY  
A Navan Company

2025

# Sustainability & Responsible Business Report







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REED & MACKAY

A Navan Company

# Executive summary

Our mission: To connect people effortlessly and enable business relationships to flourish sustainably.





# Executive summary

Since publishing our first Sustainability & Responsible Business Report in 2022, we have continued to build on its foundations. Now in our fourth year of reporting, we are proud of the progress made and remain focused on the work to be done.

Expectations around sustainability have shifted across the travel and events industry. It is a core requirement rather than a differentiator. At Reed & Mackay, we have responded with clarity and purpose, aligning our operations, partnerships and services to not only support our own sustainability goals but those of our clients.

Central to this is our ongoing commitment to the Ten Principles of the UN Global Compact, which continue to be integrated into our strategy, operations and culture.

Our progress over the past year reflects this dedication. In 2024, we formalized our commitment to

achieving Net Zero by 2045 and completed our first public disclosure to the Carbon Disclosure Project, receiving a “C” rating. Once again we undertook a full global Scope 1, 2, and 3 carbon inventory, which was verified to ISO 14064-1. These milestones demonstrate our progress and provide a credible baseline for future actions.

We also achieved a silver rating in our EcoVadis assessment, placing us in the top 3% of our industry globally. In parallel, we advanced our in-house carbon education program, introduced our travel policy engine that incorporates CO2 as a decision-making factor and strengthened our partnerships with SQUAKE, Neste, and Clarasight.

To ensure we continue to deliver value-driven solutions, we’ve invested in expanding our internal capabilities. Over the spring of 2025, we welcomed Jeantine Mankelow as Sustainability

Product Manager. Her expertise in sustainability and technology is helping to drive innovation and ensures we continue to deliver forward-thinking solutions to our clients.

This past year also saw us expand our end-to-end sustainability solution for meetings & events, implement full carbon reporting across travel, accommodations, and venues, and deliver training to our global teams.

Reed & Mackay’s senior leadership recognizes that sustainability demands constant focus and investment. With Chris Truss, our Global Sustainability Director, leading our efforts and a clear roadmap in place, we remain committed to shaping a more responsible and resilient future, for our clients, our people and our planet.





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# A commitment of responsibility

A statement from Fred Stratford, Group CEO, on  
Reed & Mackay's commitment to sustainability.



# A commitment of responsibility

## **A statement from Fred Stratford, Group CEO on Reed & Mackay's commitment to sustainability.**

Over the past 12 months we have been investing in our technology and product offerings, while successfully integrating acquisitions from Sweden and Italy into the business. Although these initiatives have supported business growth, we recognize they have also contributed to an increase in emissions. We are actively implementing measures to address and reduce our environmental impact.

Sustainability is no longer seen as a value add. It has matured into a business critical requirement, driven by evolving regulation, shifting stakeholder expectations, and growing political scrutiny. Globally, legislation has become more challenging and we remain committed to supporting clients meet these requirements.

At Reed & Mackay, we are proud to support our clients through this change. Over the past year, we've continued to enhance our sustainability offering, refining our services and developing solutions that

align with our clients' travel and ESG goals. We've introduced CO2 as a decision-making variable within travel policies and approval flows, and launched a new data warehouse and client reporting platform powered by Power BI.

We've also strengthened our technology partnerships, working with Clarasight on carbon budgeting and maintaining long-standing relationships with SQUAKE and Neste. These partnerships help us provide a robust, future-ready ecosystem to support our clients.

Internally we have made strong progress too; we are continually investing in our technology and product offerings as well as growing our teams around the globe.

Sustainability is embedded in our strategy. It's where we can add value, both through the services we deliver and in the way we operate as a business. As regulatory pressures grow and expectations shift, we remain committed to helping our clients achieve meaningful, measurable progress.

**Fred Stratford**

Group Chief Executive Officer







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# An introduction to Reed & Mackay

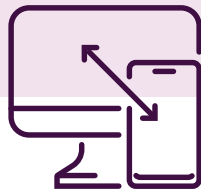
Dedicated. Personal. Tailored.



Reed & Mackay delivers exceptional global service to high-performing businesses, making corporate travel seamless and efficient. Our dedicated teams, unrivaled expertise and intuitive technology empower clients, combining outstanding service, cost savings, wellbeing, and sustainability to create travel programs that are valued by both travellers and corporations.

**Technology that employees want to use**

Our global platform delivers greater cost control and enhanced traveler safety with a consumer-grade booking experience.



**A holistic approach to travel, events, and expense**

Award-winning global events team and Navan’s expense offering coming soon.



**Protection of your budget**

Driving value and hard dollar savings so that clients spend less with confidence of securing the best fare – GDS agnostic and NDC enabled.



**Next-level personalization**

An unrivaled level of personalization through dedicated, experienced teams.



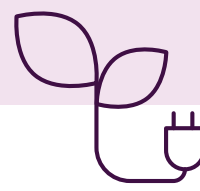
**The safety of your people - secured**

Leading risk intelligence and a 24/7 proactive emergency travel team.



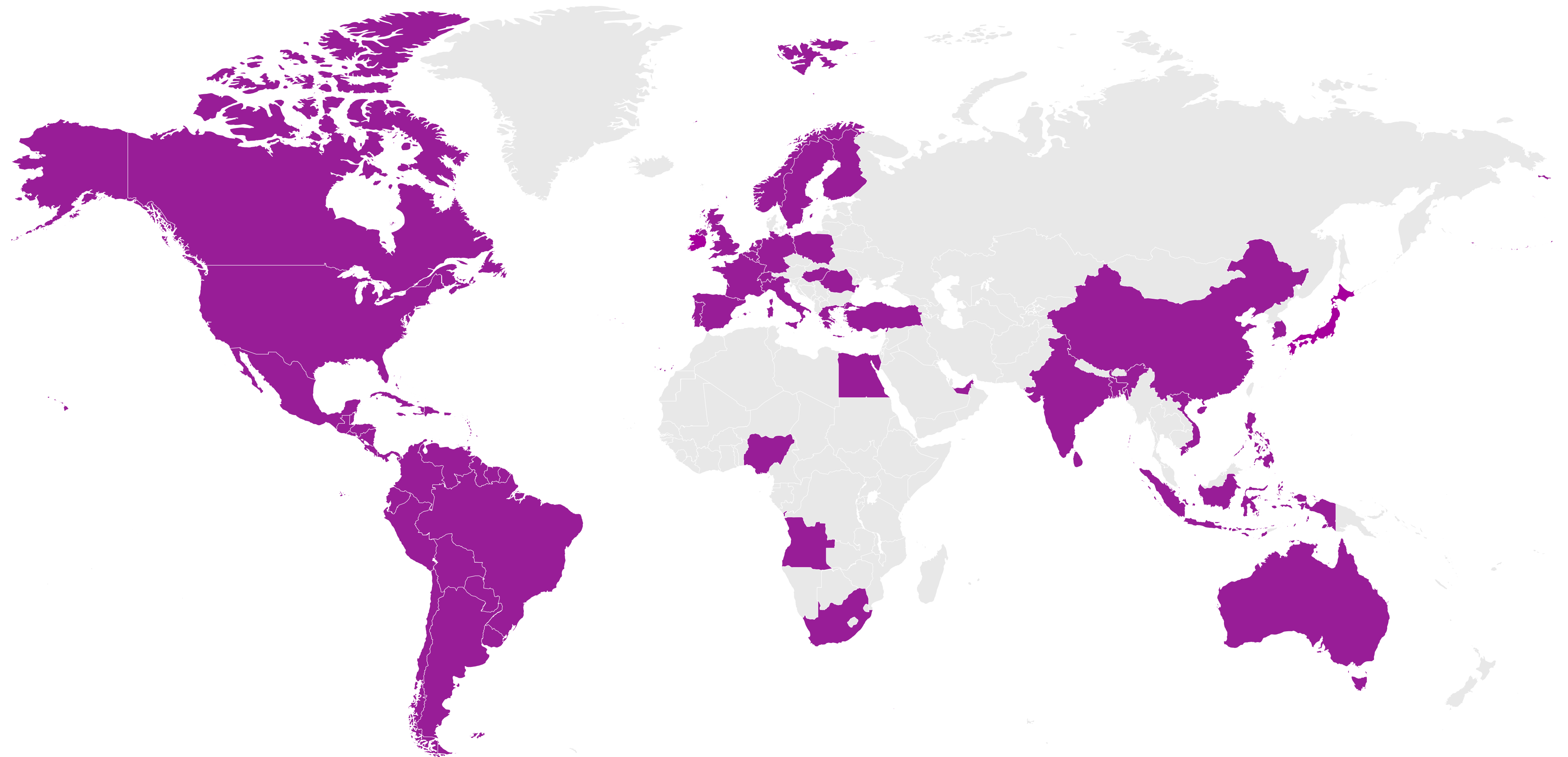
**Powering in-person connection, sustainably**

Granular carbon data delivered throughout the booking journey and via our reporting tools. Industry leading partnerships with Neste, SQUAKE, and Clarasight.





# Your markets, our global reach







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# Our commitments

Being sustainable in a world of social and economic challenges.



# Sustainability at the heart of business

Travel influences our environment, communities, and the way we see the world. At Reed & Mackay, we believe it's everyone's responsibility to help protect the planet and we're taking meaningful steps to do just that.

Sustainability is about more than policies – it's reflected in how we operate and the decisions we make each day. We're committed to using the power of travel as a force for good, combining our expertise and passion to deliver responsible travel that supports both our clients and the world around us.

At Reed & Mackay, we recognize we need to harness the power of travel to make that positive impact and use our intelligence and passion to deliver travel with care, doing the best for our clients and our world.

## **Our planet**

We care deeply about the impact of travel on our planet. Which is why we're taking action to reduce emissions from our own operations, providing advice and services that allow clients to do the same and creating further CO2 reduction opportunities through our partnerships.

## **Our people**

A place to be you. A place to come together. A place where you make a real difference in offering the best travel and events services in the world.

## **Our partnerships**

We work with our partners to create a more sustainable future for everyone, collaborating with trade suppliers and clients to enable them to make more sustainable travel choices. We engage with specialist organizations for guidance and support and connect our stakeholders with organizations that can help them address sustainability across their entire business.





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# Our influence

Looking at the most material emissions  
Reed & Mackay generates and  
understanding how we reduce these.



# Global business travel

Business travel and events are often a large part of a client's Scope 3 carbon footprint. They are also highly visible within the day-to-day operations of a business. However, travel is, in general, one of the harder emissions to reduce, due to the current reliance on fossil fuels.

At Reed & Mackay, our focus is on providing products, services, and solutions that help our clients meet their decarbonization goals and to report accurately on progress achieved.

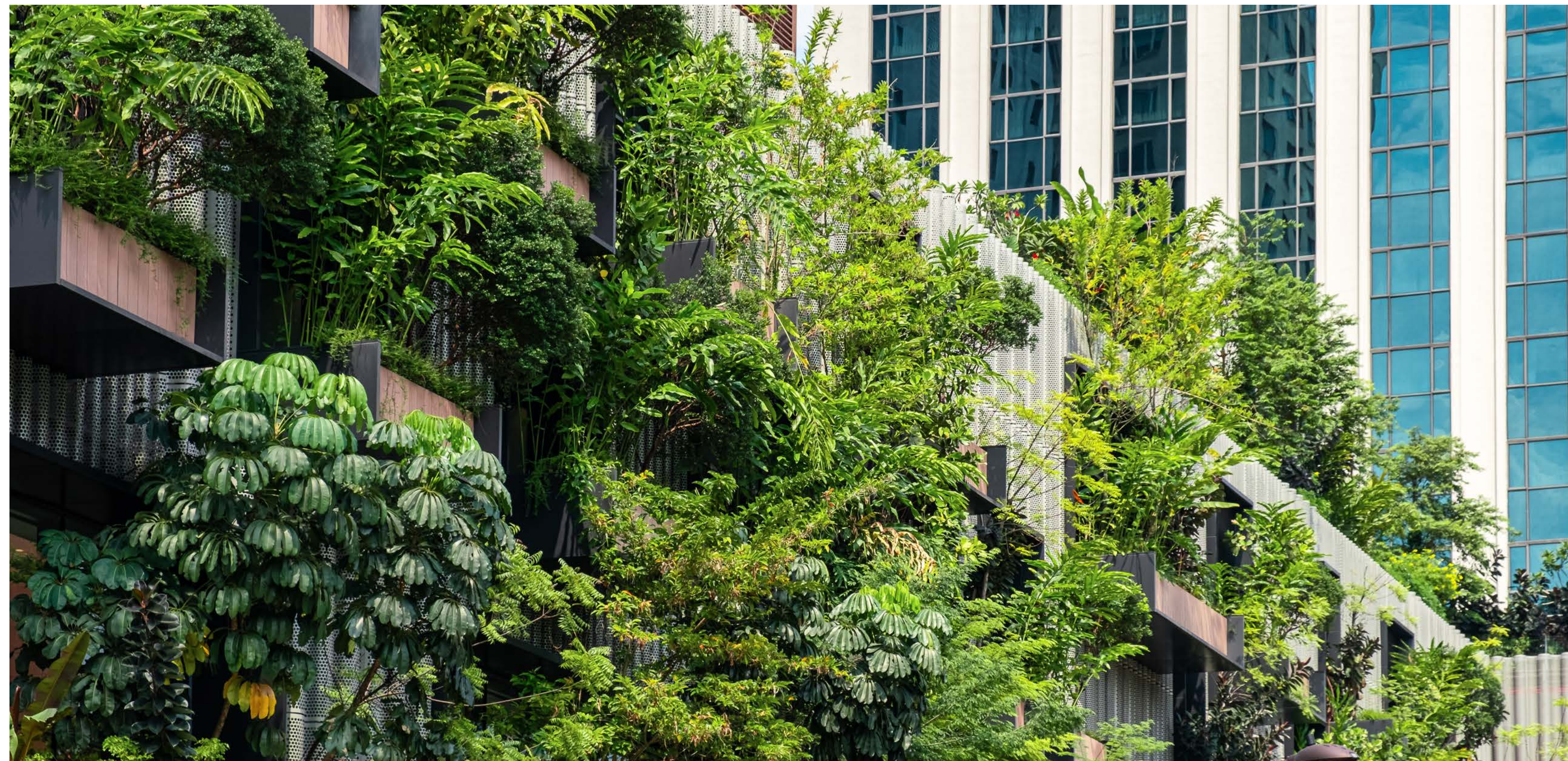
During the booking process, granular CO2 data is visible through both our online services and offline consultants. This is across all travel documentation, ensuring visibility at every step of the way.

In the past 12 months, we have also rolled out functionality that enables clients to set travel policy using CO2 as a factor versus the traditional triggers such as price of class or service.

We also provide, as part of our core service to all clients, air, rail, and hotel CO2 emissions reporting

– via our carbon emissions dashboard and reported in our proprietary technology suite. The interactive dashboard provides a thorough and comparable summary of CO2 emissions per month, region, and service type.

All this functionality, as well as being offered to clients, is used internally by Reed & Mackay – behavior and compliance is shared monthly with the Executive Team and reviewed to identify risks and opportunities for reductions.





# Meetings & events

Sustainable events and group travel were a key focus for Reed & Mackay throughout 2024 and we have delivered on many of our goals to place sustainability front and center of the decision-making process around events. We have upskilled our staff with a full sustainability-in-events training program, ensuring we place sustainability at the core of our proposition.

We are also continuing to innovate the way we report on our events, to provide our clients full carbon calculations to help roadmap improvements pre- and post-event. We are now in a position to provide full end-to-end reporting on an event's CO2 footprint, travel, and accommodations.

Reed & Mackay Events signed the Net Zero Carbon Events Pledge at Cop27 in 2022. This initiative is hosted by The Joint Meetings Industry Council (JMIC), the global umbrella organization for the events industry and is supported by the United Nations Framework Convention on Climate Change (UNFCCC).

Throughout 2024 we are proud to have been involved in a number of collaborations within this group to push the wider industry forwards and deliver guidance and

best practice to the market. Our dedicated Venue Find & Event Specialists know exactly how to find the right eco-friendly venue.

## Credentials we look for

- **ISO 20121** - Awareness Training in Event Sustainability certificate
- **Lighting** - Lots of natural daylight and the venue prioritizing LED lighting
- **Recycling processes** - Understanding how this is managed
- **Water waste management** - Determine if the venue has any systems or processes in place
- **Heating and energy** - Looking at elements such as Smart Room Temperature controls
- **Food waste management** - Asking if they offer bowl food rather than a buffet to reduce waste and find out what they do with leftover food
- **Sustainable menu** - provision of plant-based food and beverage options
- **Reduce plastics and paper** - Actions to replace single-use plastic with reusable food and beverage containers

- **Sustainability tools** - Can they track and measure the use of CO2? What local initiatives are in place? Determining if they are working with local suppliers and communities
- **Training** - How do they train their staff in sustainability?





# Testimonials



## Clarasight

“Clarasight is a market leader in the provision of dynamic reporting, forecasting, planning, and management solutions. We are delighted to be partnered with Reed & Mackay to bring our software and expertise to its client base and to work together to help companies meet their emissions and cost-reduction goals.”

**Phil Charm**  
Co-Founder

The logo for SQUAKE, consisting of the word "SQUAKE" in a bold, white, sans-serif font centered within a solid purple rectangular background.

## SQUAKE

“We are very excited about the sustainable journey we’ve been supporting Reed & Mackay with. From bringing transparency by calculating CO2 emission data to now going above and beyond by reducing unavoidable emissions with SAF, and offering impactful compensation where required, we jointly enable business travel to act upon the carbon mitigation hierarchy by all means.”

**Philipp von Lamezan**  
SQUAKE CEO



## Air France-KLM

“Air France-KLM is committed to leading the way in sustainable aviation to reduce CO2 emissions per passenger/km by 30% by 2030 compared to 2019 levels. We aim to achieve net-zero CO2 emissions by 2050. We are proud to be one of the largest consumers of SAF worldwide and greatly value our partnership with Reed & Mackay. Together, we are empowering our customers to make more sustainable travel choices.”

**Michael Rainford**  
National Account Manager - Business Sales





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# Our business

How our sustainability strategy  
aligns with our business strategy.

# Aligning our values

## Our purpose

To connect people effortlessly and enable business relationships to flourish sustainably.

In 2021, we redefined our company goals and values following a comprehensive review of our culture and service. Establishing clear goals and values provides a strong sense of direction, empowering our people to make meaningful contributions and represent our brand with confidence.

We have highlighted our four key values, each accompanied by a representative assessment of how they can be recognized. These assessments are closely interconnected, ensuring our core values and our people are fully aligned with our corporate sustainability commitments and ambition.

## Passion

We love what we do. We are energetic, take responsibility, and achieve extraordinary results. We inspire customers with our entrepreneurial spirit and are passionate about our exceptional levels of service. We create an environment in which people seek to work with us.

- Inspire amazing results
- Love what you do
- Step into their shoes

## Care

We treat others as we would want to be treated ourselves, demonstrating compassion and empathy while prioritizing the wellbeing of our colleagues. We create equal opportunity for all and fully embrace the rich diversity of our world. With patience and thoughtfulness, we consider the needs of others, building mutual respect and strengthening collaboration. We take time to listen and understand our clients and colleagues, approaching every interaction with fairness, honesty, and an open mind.

- We look after each other
- We create camaraderie
- We care on a big scale





## Entrepreneurial

We're not afraid to be different. We don't follow. Dynamic and creative, we stand out by designing smarter solutions that meet our clients' needs. Our colleagues are empowered to take ownership, make meaningful contributions, and drive positive change. We communicate without criticism, learn from past experiences and aim to change people's lives for the better.

- We own this together
- We're brave and imaginative
- We make change happen

## Fun

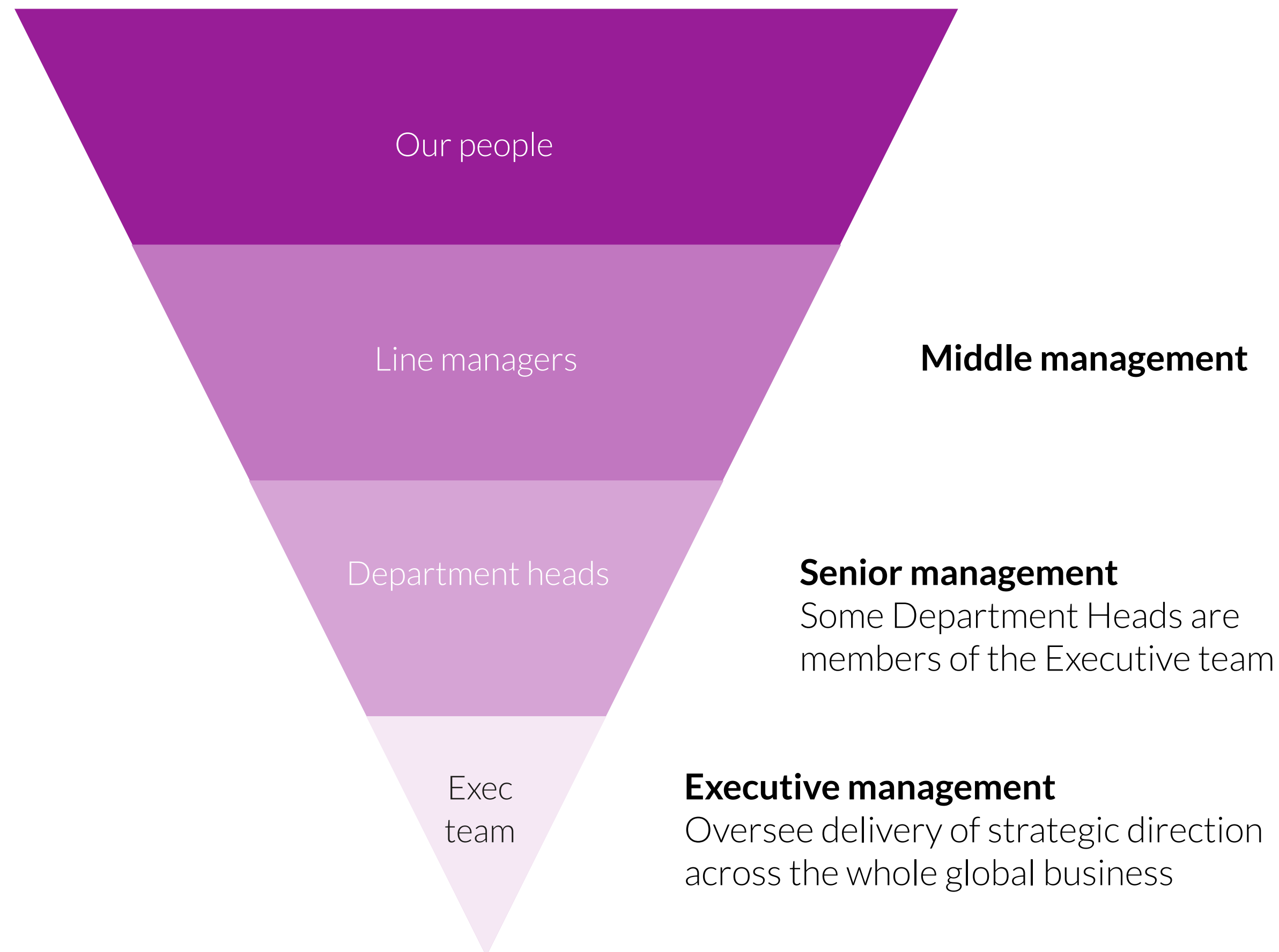
We love what we do. We share stories and successes, engage with one another with humor and laughter and never take ourselves too seriously. We keep smiling even when facing adversity. We empower those around us, foster a supportive environment, and celebrate our achievements. We're one team, and everyone's contribution matters.

- We're one team and everyone's contribution matters





# Our people define our values and drive our strategy



We challenge traditional “top-down” management structures, putting our people at the heart of our organization. Our reputation is built on the strength and quality of the service we deliver, which is why our structure places employees, not our Executive Team, at the top of the pyramid. We recognize that our people are the true business experts, with every client interaction providing valuable insights. These insights shape our understanding, help us exceed expectations, and drive our business strategy.





## Our people

Our people are responsible for achieving their objectives while adhering to policies, processes, and procedures. They are also responsible for identifying risks and highlighting opportunities for improvement.

### Line Managers

Line Managers set individual objectives in alignment with departmental goals, working collaboratively with employees. They oversee performance and resource management, ensuring that the direction and guidance provided by Department Heads are effectively implemented.

### Department Heads

Department Heads, including select members of the Executive Team, establish departmental objectives that align with corporate goals and support the overall business strategy.

## Executive Team

The Executive Team plays an active role in the daily operations of the business and collectively defines the mission, vision, business strategy, and corporate objectives for the global organization. This is achieved through a range of tools and resources, including:

- Stakeholder feedback
- Business and market intelligence on the travel industry and key sectors that make up Reed & Mackay's market share, both nationally and internationally
- Technological, political, economic, and financial developments
- Current and future resourcing requirements identified by Senior Management
- Insights from bi-annual Management Review meetings
- The Executive Team regularly reviews business progress and addresses operational challenges during Executive Team meetings
- The Executive Team review the results of the Employee engagement survey twice a year and create action plans accordingly for continuous improvement.



## Sustainable technology

Reed & Mackay's Tech Services and Business Support teams are committed to improving energy efficiency from procurement to operations and maintenance. We assess all suppliers of IT equipment and electrical appliances to ensure they align with our environmental standards. By partnering with reputable suppliers, we ensure the quality and reliability of our equipment.

Over the past year, we've introduced a change to our desk setups that brings additional energy savings. From now on, all new standard workstations will have just one monitor paired with a docking station that includes a built-in display. This is a change from the previous setup, which had two monitors. Although the change might seem small, it will help us reduce the energy each workstation uses, resulting in lower carbon emissions and a smaller environmental footprint.

In recent years, Reed & Mackay moved to cloud-based systems, improving our resilience and enabling us to operate more efficiently. As part of this transition, we developed a plan to decommission on-site servers at our Head Office in London. Since physical servers require constant power and cooling, this transition will lead to a significant reduction to our energy consumption.

## Sustainability in our global offices

Our offices are located in major business hubs, each with specific environmental considerations. We work closely with building managers and property owners to align our sustainability goals, ensuring the spaces we occupy support energy efficiency, waste reduction, and other key sustainability initiatives.

### Energy efficiency

Across various locations, Reed & Mackay's property managers are implementing a range of energy efficiency measures to reduce environmental impact. Many of our offices benefit from energy efficient technologies, such as motion-sensor lighting, automated standby modes for equipment, and advanced HVAC systems. Additionally, several locations incorporate sustainable architectural features, such as high-performance insulation, natural ventilation systems and solar heat reduction technologies, which reduce the demand for heating and cooling.

Several of our offices are situated in buildings that support renewable energy initiatives. These locations source energy from renewable providers or feature solar panels and intelligent energy systems that contribute to overall energy efficiency. In some

cases, buildings are designed to optimize natural light, reducing the need for artificial lighting.

### Spotlight on Head Office

Our Head Office in London demonstrates a strong commitment to energy efficiency, holding an Energy Performance Rating of "B" and operating on 100% renewable electricity. The office is equipped with energy-saving technologies, including LED lighting, standby mode for idle equipment, and a SMART meter that enables real-time monitoring to help reduce our energy consumption.

The building has earned ActiveScore Gold certification, reflecting high standards in promoting active and healthy lifestyles for occupants, with energy efficiency being a key component of this achievement.

In 2024, Reed & Mackay completed a renovation and redesign of communal areas at our Head Office. As part of this project, we installed a new kitchen featuring state-of-the-art appliances designed for improved energy efficiency.



## Office materials & supplies

Given the nature of our business, we have minimal reliance on office supplies, using items like paper, pens, and notepads sparingly. However, we are committed to reducing our environmental footprint wherever possible.

To minimize unnecessary paper use, our employees use dual screens, enabling them to reference multiple documents simultaneously without the need for printing. We have also adopted DocuSign for electronic signatures and cloud-based storage solutions, further reducing our reliance on printed materials.

When printing is necessary, we ensure it is done responsibly. Our printers are access-controlled, meaning documents are only printed when an employee is physically present to release them, reducing waste from forgotten or unnecessary print jobs. Printers are also set to double-sided printing by default, cutting paper use in half. Additionally, access to color printing is restricted to specific roles and functions, further conserving resources by reducing ink consumption.

## Waste management

Across our global locations, we adhere to best practices in waste reduction, recycling, and responsible disposal, ensuring compliance with environmental laws and regulations.

Several of our occupied spaces maintain high environmental standards, including ISO 14001 certification, LEED Gold and Platinum ratings, and corporate sustainability initiatives aimed at reducing landfill waste. Where specific certifications or initiatives are in place, we align our waste management processes to uphold the highest environmental standards.

### Waste management at our Head Office

At our Head Office, we have robust waste management processes in place to ensure that no waste is sent to landfill. Over the past three years, we have improved our recycling efforts by introducing new waste streams. In addition to general mixed recycling, confidential paper and electrical waste (both IT and domestic), we have implemented separate waste streams for food and batteries. In 2025, we further improved our recycling processes with the introduction of glass and coffee waste systems.

We follow the reduce, reuse, and recycle hierarchy to manage our waste responsibly and only collaborate with reputable waste disposal companies. Compliance with waste legislation is key and we obtain the necessary documentation for all waste collections and disposals, including Waste Transfer Notes, Hazardous Consignment Notes, and Certificates of Destruction where applicable.

### Reduce

- We use milk dispensers instead of milk cartons, reducing packaging waste
- We avoid individually packaged items by eliminating unnecessary products and packaging, such as stir straws, single-serve sugar packets, and individually wrapped coffee and tea bags
- Drinking water taps have been installed, minimizing the need for bottled water in our main kitchens
- Office stationery, marketing materials, and kitchen supplies are purchased in bulk to minimize packaging waste
- Motion sensor hand dryers are installed in bathrooms, removing the need for paper towels

### Reuse

- Reusable cutlery, dishware, and cups are provided



to avoid single-use alternatives

- When relocating or opening new offices, we reuse office furniture whenever possible
- Partners providing refreshments at our offices are encouraged to use on-site crockery and cutlery instead of disposable options
- End-of-life IT equipment is securely processed by our IT waste contractor, ensuring confidential data is destroyed and equipment is reused wherever possible

## Recycle

- Due diligence is conducted with all waste contractors to ensure responsible recycling practices. Our waste contractor operates a zero-waste strategy, committing to diverting all waste from landfill
- When IT waste cannot be reused or repaired, it is dismantled for functional parts before being recycled
- Recycling bins are clearly labeled with guidance on proper waste disposal to encourage correct usage
- Plastic water bottles have been removed from our reception and meeting areas and replaced with recyclable glass alternatives

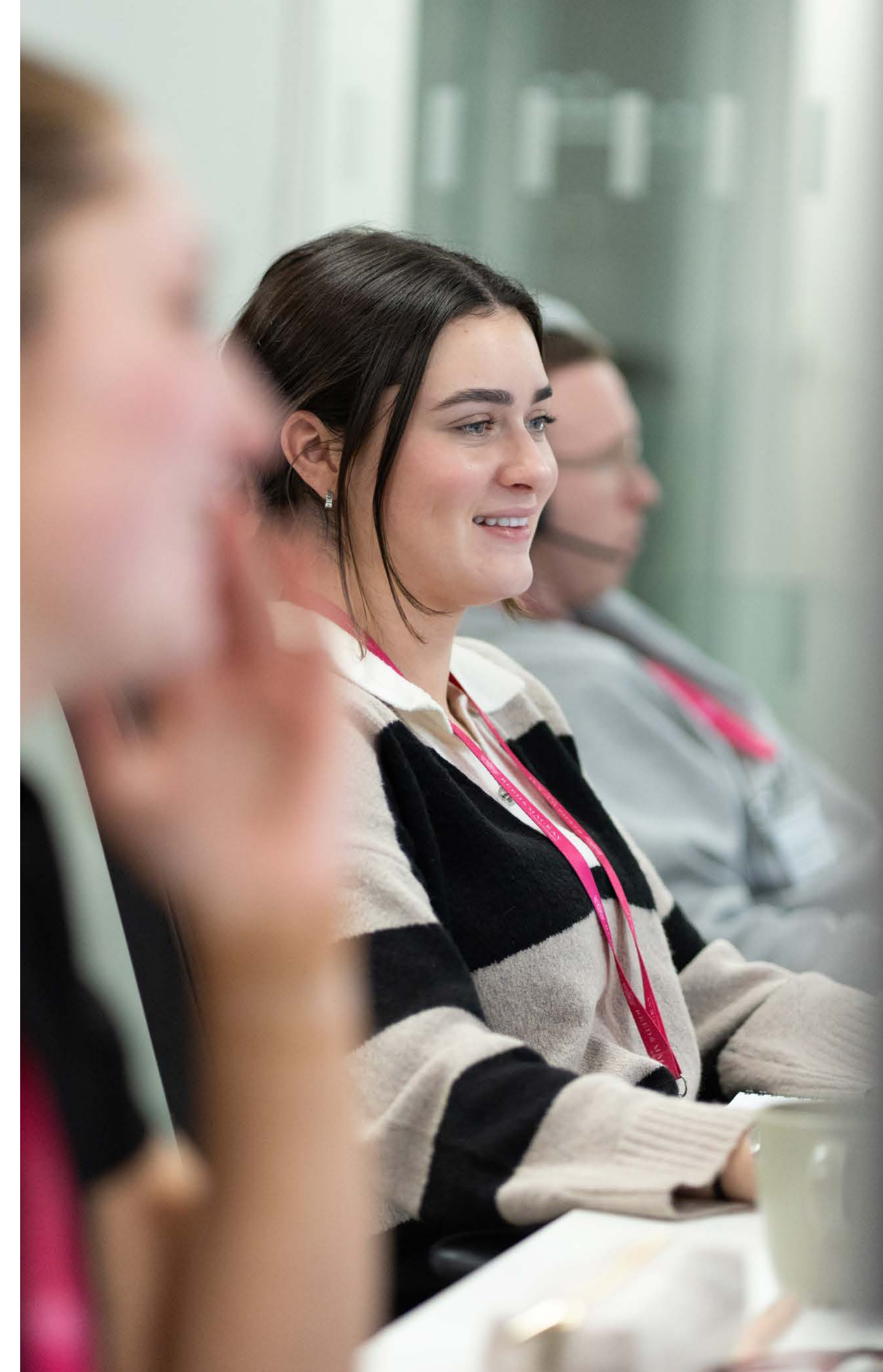
## HQ facilities – abnormal & emergency situations

- Multiple waste streams prevent contamination and allow waste to be recycled or repurposed efficiently.

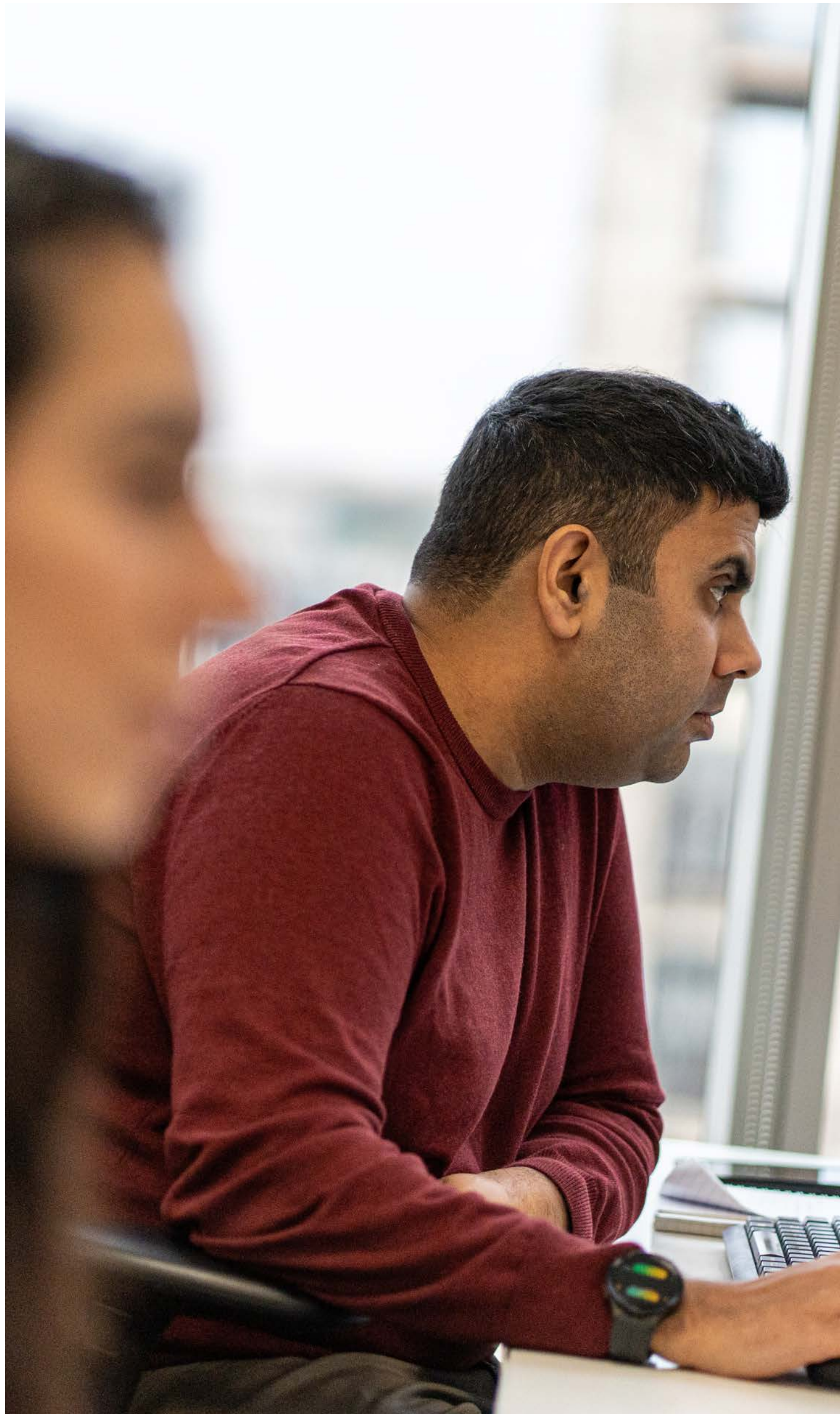
To minimize environmental harm, we have implemented controls to prevent or mitigate the effects of abnormal or emergency situations, such as extreme weather, fires, and floods. These measures incorporated within our Business Continuity Plans, which have been ISO 22301 certified for over a decade. In the event of a crisis, we assess the environmental impact and apply the appropriate recovery measures to reduce negative effects. All identified risks are recorded in our Risk Register, which is regularly reviewed and updated.

## Water

As an office-based company, our water consumption is very low. However, processes are in place to reduce the amount of water we consume wherever possible. Dishwashers are only used once they are at their full capacity. Regular water maintenance takes place in compliance with legislation to prevent leaks and contamination.







## Responsible procurement

### New suppliers

We expect all suppliers and third-party service providers to uphold high sustainability standards and reflect our values in their operations. As part of our supplier onboarding process, all new direct suppliers and sub-processors undergo thorough due diligence. This includes completing questionnaires across several key areas, such as:

Security (e.g., Information Security, Solution Security, Physical Security, PCI DSS compliance, Cyber Essentials)  
Data Privacy  
Business Continuity  
Corporate Governance  
Quality  
Health & Safety  
Environment  
Diversity, Equity, & Inclusion  
Charity, community, and volunteering initiatives  
Anti-Discrimination  
Anti-Bribery & Anti-Corruption  
Modern Slavery & Human Trafficking  
Child Labor  
Sanctions  
Conflicts of Interest  
Ethical Business Practices

In addition, suppliers undergo a credit check and we review their policies, certifications, independent audit reports, and penetration test results as needed. All suppliers are required to adhere to our Supplier Operating Principles, which include clauses that align with the ethical business practices we assess during due diligence.

For all new solutions, we conduct an Information Security Assessment in line with ISO 27001, Cyber Essentials, Data Protection, and PCI-DSS standards. Any risks identified during due diligence or security assessments are addressed. Where necessary, they are escalated for senior stakeholder approval.

### Existing suppliers

Our commitment extends to existing suppliers, who are subject to periodic reviews. These evaluations cover contractual performance, security controls, certifications, compliance with our Supplier Operating Principles, and follow-up on any corrective actions. Suppliers may also be re-evaluated upon contract renewal or amendment to ensure ongoing compliance with our standards.



## Reed & Mackay's Travel Policy

Reed & Mackay's Travel Policy encourages video conferencing for inter-office meetings and rail options or economy flights for external meetings. R&M/Book – part of our proprietary technology – displays granular CO2 emissions at the point-of-sale. The option to filter flight and rail options by the amount of CO2 they emit allows our employees to choose the most eco-friendly option. Additionally, R&M/Book recommends rail options for all applicable domestic flights and allows the booker to see the CO2 emissions they will avoid by choosing the rail option.

R&M/Book also labels Sabre's Eco-Certified hotels. Each has been certified by a partner whose standards closely align with the Global Sustainable Tourism Council's criteria.

## Company vehicles

At Reed & Mackay we have a very small fleet, and where vehicles are provided, we always aim to prioritize hybrid electric models. Mileage traveled in company vehicles is recorded through our expense management tool and monitored regularly.

## Hired vehicles

Our Travel Policy encourages public transportation instead of taxis and hired vehicles. However, where hired vehicles are necessary, bookings are made, wherever possible, via car booking companies that have sustainability commitments in place.





# Real people's voices

“At Reed & Mackay we take sustainability seriously, especially in the meetings and events space. We carefully consider the environmental impact of every event we deliver, from choosing sustainable venues to working with eco-conscious suppliers. It’s fulfilling to know that our work not only creates memorable experiences for clients but also contributes to a more responsible and sustainable future.”

**Julie Oliver**

CEO - UK, Europe & Global Events



“I’m proud that over the past year, we’ve successfully reduced our carbon emissions, even as our workforce has grown. It’s a clear sign that sustainable growth is possible and I’m excited to see the progress we’ll continue to make on our journey to Net Zero by 2045. Maintaining strong EcoVadis and CDP scores further reflects our ongoing commitment to responsible business practices.”

**Marisa Churcher**

Quality, Environmental & Continuity Manager



“It gives me great pleasure to be at the forefront of bringing Sustainability Data to our booking platform. The development team and I have worked tirelessly to now have the visibility of all the various CO2 emissions when searching for flights, hotels, and car rentals at point of sale. The functionality not only provides the operations team with the ability to offer various alternatives for the client to choose the most sustainable option, but also allows clients to see the most accurate data at point of sale.

A huge collaboration between the operations & development teams shows how far Reed & Mackay has advanced in ‘giving the client what they want.’”

**Robin Ganatra**

Senior Operations Manager





“It’s inspiring to be part of a company where sustainability isn’t just a goal, it’s embedded in everything we do. From the way we design our services to the partners we choose; there’s a clear commitment to making responsible decisions that drive real impact. Knowing that my work contributes to our Net Zero journey and supports our clients in achieving their ESG goals makes me proud to be part of a forward-thinking and environmentally conscious organization.”

**Sara Pontander**  
Marketing & Business Development Manager, Nordics



“From the moment I learned about Reed & Mackay’s bold ambition to lead in sustainable corporate travel, I knew I wanted to be part of that journey. Sustainability has long been my professional focus and personal passion — it’s the lens through which I view impact and innovation.

In my role as Product Manager for Sustainability, I’ve found my *ikigai*: the alignment of purpose, skill and meaningful contribution. There is both a tremendous opportunity and a clear responsibility to make travel smarter, more transparent, and more sustainable. I’m proud to be part of a team committed to turning purpose into measurable action.”

**Jeantine Mankelow**  
Product Manager for Sustainability



“Cyber security poses a substantial threat to the sustainability of our modern, digital society, affecting individuals, businesses, and the global economy. As a member of our Security and Trust Team, I am grateful for the opportunity to contribute. Our commitment lies in raising awareness and implementing sustainable cyber security practices to strengthen our organization against emerging threats.”

**Rita Sandhu**  
Risk & Client Trust Lead





# Our key sustainability policies

At Reed & Mackay, our mission and values are upheld through a comprehensive set of company policies, each overseen by a dedicated member of our Executive Team. These policies provide clear guidance on the expected behavior of individuals working for or on behalf of our company.

We have a range of documented policies that support sustainability and responsible business practices, including but not limited to:

## Anti-Bribery & Anti-Corruption policy

We are committed to conducting business with integrity and honesty in an ethical manner. We maintain a zero-tolerance approach to bribery and corruption, ensuring full compliance with all applicable laws. Our employees are encouraged to report any concerns or suspicions of malpractice as early as possible.







### Anti-Money Laundering policy

We perform due care and diligence to ensure we engage only with reputable clients and suppliers conducting lawful activities in good faith. We adhere to all current money laundering and terrorist financing prevention laws. All employees are required to record and promptly report any suspicious activity to the Global Finance Director, who also serves as the appointed Money Laundering Reporting Officer (MRLO).

### Diversity, Equity & Inclusion policy

Diversity, equity, & inclusion are fundamental to Reed & Mackay's values. We seek to promote an inclusive, supportive and respectful environment that values the unique experiences, perspectives, and skills of every individual. We maintain a zero-tolerance approach to discrimination and harassment and are committed to identifying and eliminating all instances.

### Environmental policy

We are committed to protecting the environment, preventing pollution, and promoting sustainable consumption. We continuously strive to improve our environmental performance while ensuring full compliance with all relevant regulations. To achieve this, we have identified our key environmental impact areas and implement measures to minimize them wherever possible.

### Health & Safety policy

We recognize the importance of Health & Safety and are committed to providing and maintaining a safe and healthy working environment for all employees and visitors. Regular workplace inspections and risk assessments are carried out, with all relevant documentation and records kept in compliance with applicable laws and regulations. Health & Safety due diligence is carried out on suppliers who provide services at Reed & Mackay's site or at locations where they are responsible for Health & Safety.



## Labour and Human Rights policy

We are committed to employee engagement, human rights, and employee health and wellbeing. We believe it is vital to the success of our business. We strive for a sustainable workforce that is engaged and committed to the company, our goals, and objectives. We respect and protect our employees' rights throughout our global offices. The purpose of this policy is to define the labour and human rights standards to which all Reed & Mackay employees are entitled to.

As a signatory to the UN Global Compact (UNGC) we have pledged to incorporate the 10 principles of the UNGC into our strategy, operations and decision making and this policy helps to reinforce that commitment.

## Whistleblowing policy

The aim of the policy is to encourage employees and contractors to report suspected wrongdoing as soon as possible, in the knowledge their concerns will be taken seriously, investigated as appropriate, and their confidentiality respected. The policy provides examples of the types of misconduct or behavior that could give rise to a report and outlines the processes for reporting their concerns.

## Menopause policy

We are dedicated to fostering a supportive and inclusive working environment for all. We recognize that women experiencing menopause, whether before, during or after this hormonal transition, may require additional support, consideration, and adjustments. We also recognize menopausal symptoms can affect transgender and non-binary individuals. We are committed to developing a workplace culture that encourages employees to feel confident in discussing their symptoms and requesting adjustments to support their wellbeing.

## Respect & Dignity at Work policy

Reed & Mackay is committed to providing all employees with a safe working environment, free from bullying, sexual harassment, and all forms of harassment. We focus strongly on preventative measures, ensuring every employee has a responsibility to uphold a workplace where the dignity of all individuals is respected. The policy also highlights the crucial role of leaders in promoting and enforcing these standards throughout the business.





# Collaboration & partnerships

As identified by UN Sustainable Development Goal (SDG) 17, partnerships and collaboration are essential for businesses striving to be more sustainable. Organizations within and across industries can share knowledge and expertise, leading to more innovative and sustainable solutions. Reed & Mackay seeks forums we can contribute to and learn from different perspectives, knowledge, and experience. This will allow us to develop more effective and efficient practices, jointly solving shared problems.

## Australian British Chamber of Commerce

This partnership helps us strengthen relationships with leading multinational companies, mid-market businesses, and non-profit organizations, through various programs and networking opportunities. It enables us to be a part of conversations on sustainability, business growth, travel and more.

## British Chamber of Commerce Dubai

The collaboration with the British Chamber of Commerce Dubai provides us with a valuable platform to engage with UK-based companies and

professionals that have mutual business interests in the region. Through this partnership, Reed & Mackay highlights its commitment to sustainability, while fostering meaningful connections and exchanging insights on sustainable practices with peers in the United Arab Emirates. In December 2023, we took part in its Cop28 UAE networking with 70+ companies, all with a strong ESG focus.

## Speaking on the global stage

Our Global Sustainability Director, Chris Truss, is a sustainability advocate in the corporate travel sector, having presented at high-profile events including the GBTA Sustainability Summit in Atlanta, our flagship conference the &Beyond Summit, and the BTN Sustainability Summit.

His industry influence was further recognized as a finalist for a prestigious *Business Travel Magazine* Award. Known for his strategic insight and thought leadership, Chris brings a wealth of experience without disrupting client collaboration. This ensures continuity, trust, and seamless engagement throughout every project.

## Client collaboration

Chris Truss has attended multiple supplier engagement days with clients to help them build a picture of their supply chain and demonstrate how they can reduce their carbon footprint. These engagement days allow for sharing best practice with clients' other suppliers, all driving towards making the biggest impact on carbon reduction.





# Be part of something bigger

**DEI Vision:** A place to be you. A place to come together. A place where you can make a real difference in offering the best travel and events services in the world.

At Reed & Mackay we welcome everyone with an open mind and an open heart. We recognize that diverse experiences, identities, and backgrounds enrich our culture, fostering collaboration and allowing individuals to be their authentic selves in a safe, valued, and inclusive environment. This commitment to inclusivity drives innovation and strengthens our business performance by leveraging a wide range of perspectives.

**DEI Responsibility:** As with the responsibility for achieving the organization's goals, the responsibility for our DEI goals applies to all employees within the organization, with senior leadership taking accountability for their business unit.





DEI aims & strategic framework

Diversity

Diverse representation in our workforce harnesses the power of different experiences and perspectives. At Reed & Mackay, diversity helps create an environment that reflects employee and client expectations and generates better business outcomes.

Equity and equality

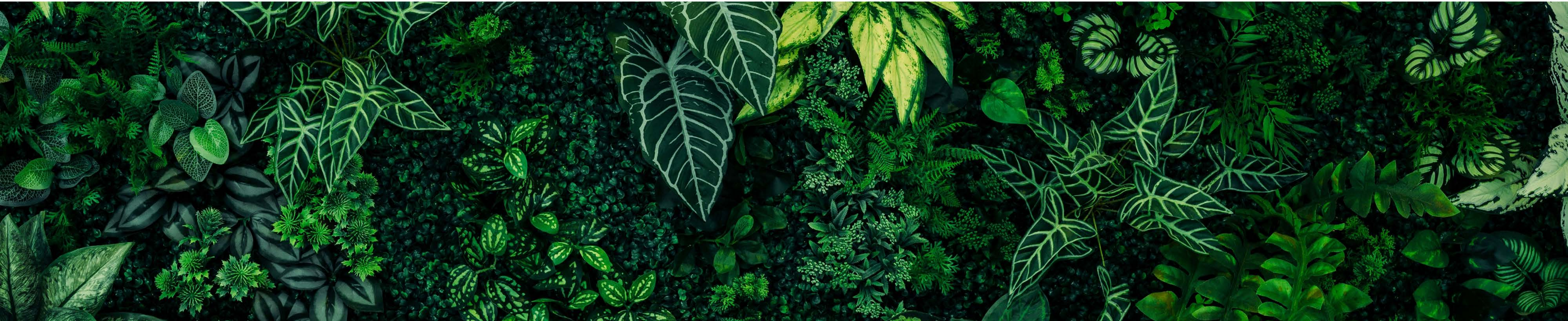
Equity and equality at Reed & Mackay are embedded in our workplace provisions, policies, and practices. We strive to address the diverse starting points of our employees, ensuring fair access to opportunities and a balanced experience for all.

Inclusion

At Reed & Mackay, inclusion means creating a culture that ensures a sense of belonging and psychological safety for all employees to thrive and deliver their best work. Encouraging a workforce that behaves and conducts itself in support of the DEI vision.

DEI strategic framework

Our DEI strategic framework fosters an inclusive culture where all employees feel valued and respected. It promotes equal opportunities for everyone and drives diversity. By setting clear goals and measurable outcomes, the framework allows us to track progress, improve decision making, and attract talent.





Pillar 1 - Diverse Representation (Diversity)	Pillar 2 - Developing Workforce Knowledge (Inclusion)	Pillar 3 - Cultural Appreciation (Inclusion)	Pillar 4 - Workplace Policies and Practices (Equity)
Year-over-year improvement in the representation of under-represented groups across all employee levels and in all markets.	Educating the workforce on the importance of workplace equity and inclusion.	Developing the culture to ensure a sense of belonging and psychological safety for all employees to thrive.	Assessing and evolving employee policies and workplace practices to ensure equity.
<b>Objective 1</b> - Expand data capture in all markets in accordance with local legislation, increasing the DEI data held to 70% by end of FY26. Level up disclosure across the demographics for all markets.	<b>Objective 1</b> - Expand corporate learning materials.	<b>Objective 1</b> - Increase the impact of the culture hubs through the delivery of 1 or 2 initiatives per DEI Season, incorporating a focus on CSR.	<b>Objective 1</b> - Analyze minority group feedback in the employee survey program to identify opportunities for improved practices.
<b>Objective 2</b> - Build DEI data dashboard for leadership and assign accountability for improving representation and equality to department and country leaders.	<b>Objective 2</b> - Continue offering learning opportunities aligned to the DEI Seasons through the DEI Book & Movie Club, podcasts, panel interviews, and panel discussions.	<b>Objective 2</b> - Increase the impact of the affinity groups by growing the global membership and contributing 1 initiative per DEI Season, as relevant to their community.	<b>Objective 2</b> - Implement new legislative race and disability pay reporting in relevant jurisdictions.
<b>Objective 3</b> - Refresh our talent attraction collateral to demonstrate inclusion and belonging for all community groups.	<div> <div>DEI Pillars 2025</div> <div>and Beyond</div> </div>		<b>Objective 3</b> - Analyze attrition, performance, development, and promotion data by DEI demographics to identify opportunity for improved practices.



Affinity Groups

Our Affinity Groups bring groups of individuals together with shared interests, backgrounds, and experiences to connect and support one another. Allies of these communities are also very welcome.

R&M’s Affinity Groups bring together employees connected by shared social identities or similar lived experiences. The groups offer members a safe place to speak freely and candidly about matters that are important to the affinity community.

Culture Hubs

Our Culture Hubs are an organized group of regional volunteers who are passionate about fostering connection and engagement. They create opportunities for colleagues to come together for social, inclusion, wellbeing, and sustainability purposes, and in a way that suits local preferences.



“As the chair of the US Culture Hub, I truly feel that these efforts make a difference to reveal connections between us that we didn’t know existed. Through our initiatives, we’ve been able to learn more about each other’s cultural backgrounds, abilities, and identities, and gain a deeper understanding of the challenges and opportunities that we each face - both in the workplace and outside of it. I am proud to collaborate with volunteers who truly care about building bonds and promoting inclusivity to ensure a better workplace for all colleagues.”

**Christina Urena**  
North America Culture Hub Chairperson





## Gender Pay Gap Commitment

Using the data from our Gender Pay Gap Report, we are fully committed to advancing Diversity, Equity, and Inclusion (DEI) across all levels of the organization. Our approach involves a comprehensive strategy that includes ongoing training and education initiatives on unconscious bias, gender stereotypes, and broader DEI topics.

We aim to foster an inclusive work culture where diversity is celebrated and all employees have equal opportunities to succeed. By embedding our DEI principles in every stage of an employee's lifecycle, we are actively working to identify and eliminate barriers that may hinder individuals from under-represented groups. This commitment extends to creating policies and practices that promote fairness, transparency, and equal access to opportunities. Our initiative to continue promoting diversity and inclusion helps raise awareness and fosters a more equitable workplace culture that we aim to carry forward into 2025. By continuing to invest in DEI training and initiatives, we strive to not only address gender disparities but also promote a holistic, inclusive environment where everyone, regardless of gender, race, ethnicity, or background, feels valued, respected, and empowered.





## Progress in action

### DEI

It is our collective goal to create an environment where every colleague thrives, where everyone has a sense of belonging and feels connected to our community and company mission.

Our DEI Seasons allow us to dedicate more time and thoughtfulness to the Diversity, Equity, & Inclusion topics that matter to us - pushing past the notion of showing support for just one day, week, or month as dictated by a global calendar.

Throughout the seasons we create and run a range of resources and activities for employees to get involved.

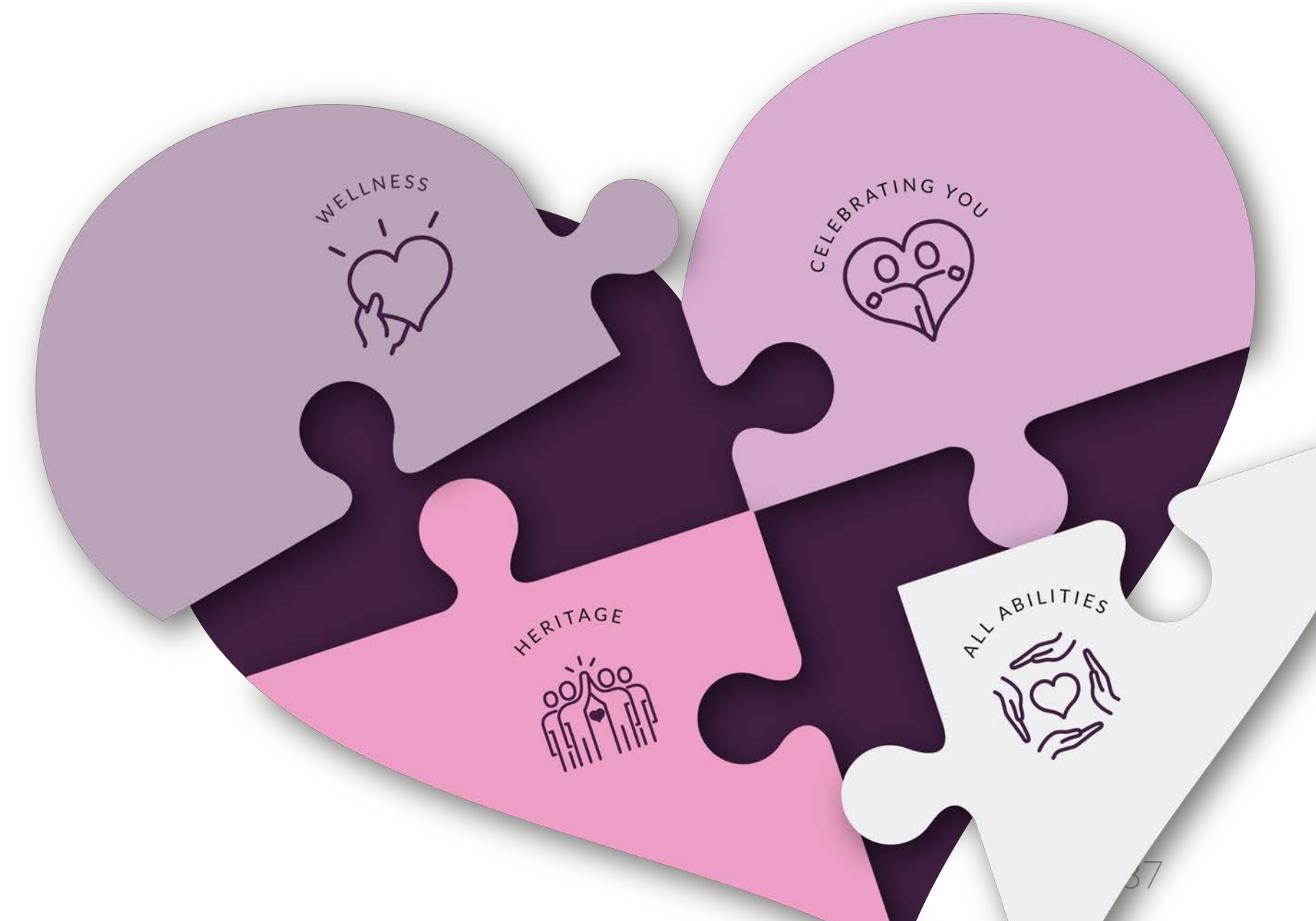
- DEI Book & Movie Club - Aligned with our DEI Seasons, our Book & Movie Club lets colleagues share their greatest book discoveries, while movie discussions are held to come together to share thoughts on the DEI movie selected for the corresponding season
- Cultural Feasts and our R&M Cookbook - Hosting cultural feasts in offices allowing employees to come together to try cherished family favorite recipes and culturally significant dishes. We launched the R&M Cookbook to share the amazing

recipes across the globe

- Charity & Fundraiser Events - Throughout the year we look for opportunities to give a little back to the different communities outside of Reed & Mackay
- E-Learning and Training - Launching training for employees and people managers to ensure they are equipped on all DEI topics
- Festival Celebrations - Celebrating cultural festivals across the year
- External Speakers - Bringing in external speakers on DEI topics
- Library of Guides and Resources for employees and people managers - We have a robust library of resources and guides around culture and inclusion as well as other DEI-related topics readily available for colleagues and team leads
- DEI Podcast Series - Our podcast series offers panel discussions and interviews with leaders and employees exploring life experiences and offering useful advice and guidance to others to support a culture of inclusion. Popular episodes include “Unapologetically Me” and “Power in Vulnerability.”

In 2024, we launched our first DEI week. It was dedicated to:

- Celebrating our identities. Recognize and honor the diverse backgrounds, experiences, and perspectives that each of us bring to the table
- Showcasing our resources. Highlight the tools, programs, and initiatives available to support our DEI efforts
- Promoting our Affinity Groups. Provide a platform for our affinity groups to share how their missions and activities contribute to our inclusive culture
- Engaging with our newly formed Culture Hub. Explore the regional Culture Hubs and meet the teams dedicated to nurturing and evolving our culture.





## Employee engagement

We recognize that Reed & Mackay's success depends on our ability to attract, retain, and motivate high-performing talent. Understanding what affects our employees' motivation, productivity, and commitment is essential. That's why we've developed a comprehensive employee engagement program, enabling leaders and managers to listen to feedback, gain insights into employee experience, and take meaningful action.

We use a specialist engagement platform to collect and measure feedback through a mix of annual surveys, pulse surveys, deep-dive questionnaires and continuous listening tools. This data-led approach helps identify priority areas at both an organisational and managerial level, fostering shared responsibility for enhancing the employee experience.

Our annual employee survey plays a key role in this process and has highlighted strong performance across several areas:

- Teamwork: 88% favorable – 6 points above industry average
- Team collaboration: 86% favorable – 23 points above industry average
- Management: 83% favorable – 12 points above industry average

Insights from previous surveys directly informed investments in people management, including new performance tools and 1-on-1 processes. As a result, sentiment towards management rose to 83% and manager recognition scored 19% above the industry average.

Feedback also shaped the refresh of our global recognition program, which improved scores on employee recognition and contributed to the evolution of our DEI strategy. Key results include:

- 84% believe Reed & Mackay values diversity
- 88% feel they can be their authentic selves
- 84% feel respected
- A strong sense of belonging – 6% above external benchmark
- Authenticity – 5% above external benchmark

Survey insights have also supported the launch of two major projects:

- A global Career Pathways initiative
- A full Internal Communications Revamp, improving both corporate and inter-departmental communication





Employee recognition

We appreciate that every individual has unique talents, contributions, and aspirations and we are committed to celebrating these qualities in our employees. Our recognition philosophy aims to inspire motivation, enhance performance, and reinforce our core values. It is built upon the following principles:

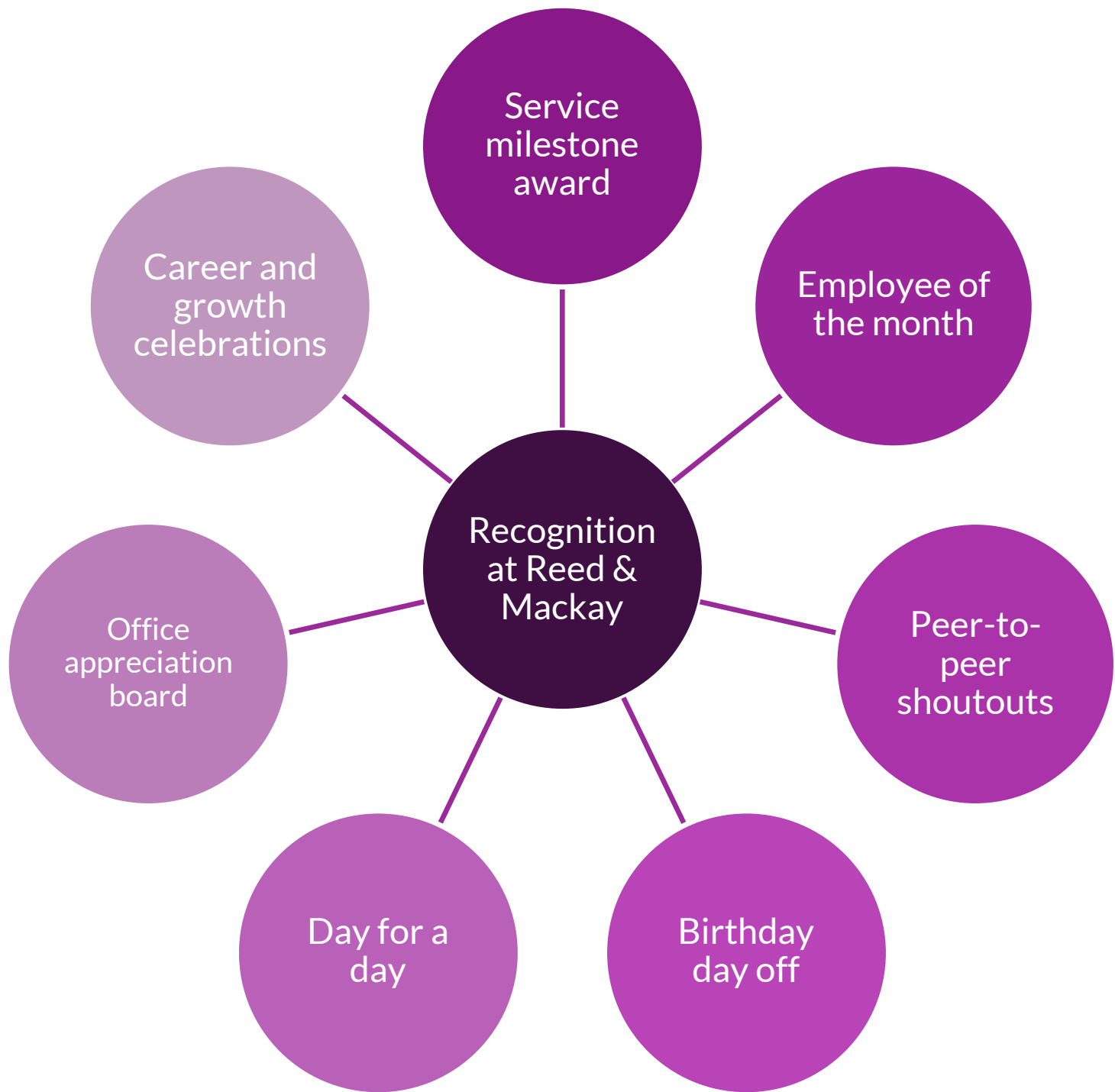
- 1. Genuine Appreciation: We understand that recognition is more than just words. We take the time to acknowledge and express gratitude for the dedication, creativity, and contributions that make our organization a great place to work.
- 2. Inclusive Recognition: We recognize the importance of fostering an environment where everyone feels valued and recognized for their unique perspectives, experiences, and talents - regardless of their background, role, or level within the organization.
- 3. Timely and Specific Feedback: We believe that recognition should be timely and specific. We encourage our people managers to provide employees with the feedback and recognition they deserve. We strive to provide specific and constructive feedback, highlighting outstanding performance and behaviors that have made a difference to our collective success.
- 4. Empowering Individuals: We acknowledge

that recognition is a powerful tool for personal and professional growth. We strive to empower our people by acknowledging their strengths, supporting their development, and creating opportunities that inspire engagement and motivate.

- 5. Celebration of Milestones: We value milestones and significant achievements, both personal and professional. We honor important milestones, such as work anniversaries, project completions, career advancements, and personal accomplishments. By recognizing these milestones, we get to celebrate with our employees.
- 6. Recognition Across Levels: We believe that recognition should flow in all directions, from peer-to-peer, as well as from managers to team members. We encourage a culture of recognition that is not limited by hierarchies, but is based on mutual respect and appreciation. Everyone's contribution is vital and we recognize the importance of acknowledging all efforts.

By embracing these principles, we strive to create a workplace where employees feel valued and inspired, while building a business that fosters long-term commitment from our clients.

Our global recognition program





# Wellbeing

## Our people

People are at the heart of everything at Reed & Mackay. We work hard to support our people through training and development, wellbeing initiatives, and access to opportunity in a fair and respectful work environment.

Care is one of our core company values - we treat others as we would want to be treated ourselves. We demonstrate compassion and empathy, going above and beyond to promote equal opportunities for all.

- We look after each other
- We create camaraderie
- We care at every level

We strive to create a workplace where employees can thrive, where both physical and mental wellbeing are priorities. Knowledge is key and we empower our people to understand the importance of caring for their body and mind. As a business we have built a culture designed to protect and nurture our employees, fostering both organizational and individual resilience. Through early intervention and ongoing support, we are committed to every step of the recovery journey.

Wellness is so important to us that we dedicated a whole DEI season to the topic. This season focuses on mental, physical, and financial health, as well as community and the environment. We use it to:

- Promote and showcase out Mental Health First Aiders Globally
- Encourage movement from our Annual Movement Challenge
- Share knowledge through guides and resources on mental, physical, and financial wellbeing
- Host panel discussions on key topics, such as Menopause and Mental Health to build awareness
- Promote Affinity Groups where sharing and discussions on wellbeing topics take place
- Wellbeing activities such as yoga and meditation

**“It is an incredibly rich resource for learning and engaging... I am humbled and inspired by activities that take place... Personally I was privileged to take part on a DEI Podcast about Men’s Mental Health, which goes a long way to support our incredible culture at Reed & Mackay. A place of belonging where everyone is empowered to be their authentic self.”**

**Richard Boardman**  
Reed & Mackay  
Co-Founder & Executive Director





## Talent development & opportunity

Talent development plays a key role within our business by retaining, attracting, developing, and motivating our employees, ensuring everyone is working towards our organisational goals. Every employee's development and aspirations are listened to and valued, creating career paths and opportunities for all.

Employees must feel comfortable being themselves, leveraging their unique strengths, and sharing their perspectives. This allows everyone the chance to make an impact and understand why their work fits into the bigger picture.

To support this, we have implemented a range of initiatives designed to support individual growth and align personal development with our wider business objectives, including:

- Aspire: Our six-month leadership program includes online modules, workshops, mentoring, and group presentations. In 2024, 60 new or aspiring managers completed the course, gaining CMI membership
- Onboarding: New hires are supported from day one with a buddy system, networking lunches, and a clear introduction to our culture
- Performance management: Employees take part in

bi-annual reviews and monthly 1:1s with managers, focusing on development, wellbeing, and support

- Coaching and mentoring: With three qualified internal coaches, we support employees and managers to reach goals and overcome challenges
- Apprenticeships: In 2024, six apprentices joined programmes in areas including Travel Consulting, Operations, and Coaching
- Affinity program: Our global program pairs employees with subject experts, career partners, or culture buddies, offering informal, targeted learning
- Personal development: Our learning platform offers 150+ courses, workshops and resources in multiple languages. In 2024, we launched 28 new internally designed courses.





## Social issues

As a global business we strive to be a responsible, ethical, and engaged participant in the communities where we are located, in national conversations and in global social issues. We aim to use our voice and influence to improve economic development, quality of life, and social connections, ensuring we use our voice and influence to drive meaningful change.

*“Tim Hortons raises money every year on ‘Camp Day’ to help send local underprivileged children to camp. It’s a wonderful event that showcases the spirit of giving. I had the pleasure of volunteering on the front lines and I’m thrilled that we raised a significant amount of money!”*

*“I am passionate about this charity! My husband was one of the lucky children who got to participate when he was younger and now he proudly works for Tim Hortons. It felt great to give back to the cause that supported him all those years ago.”*

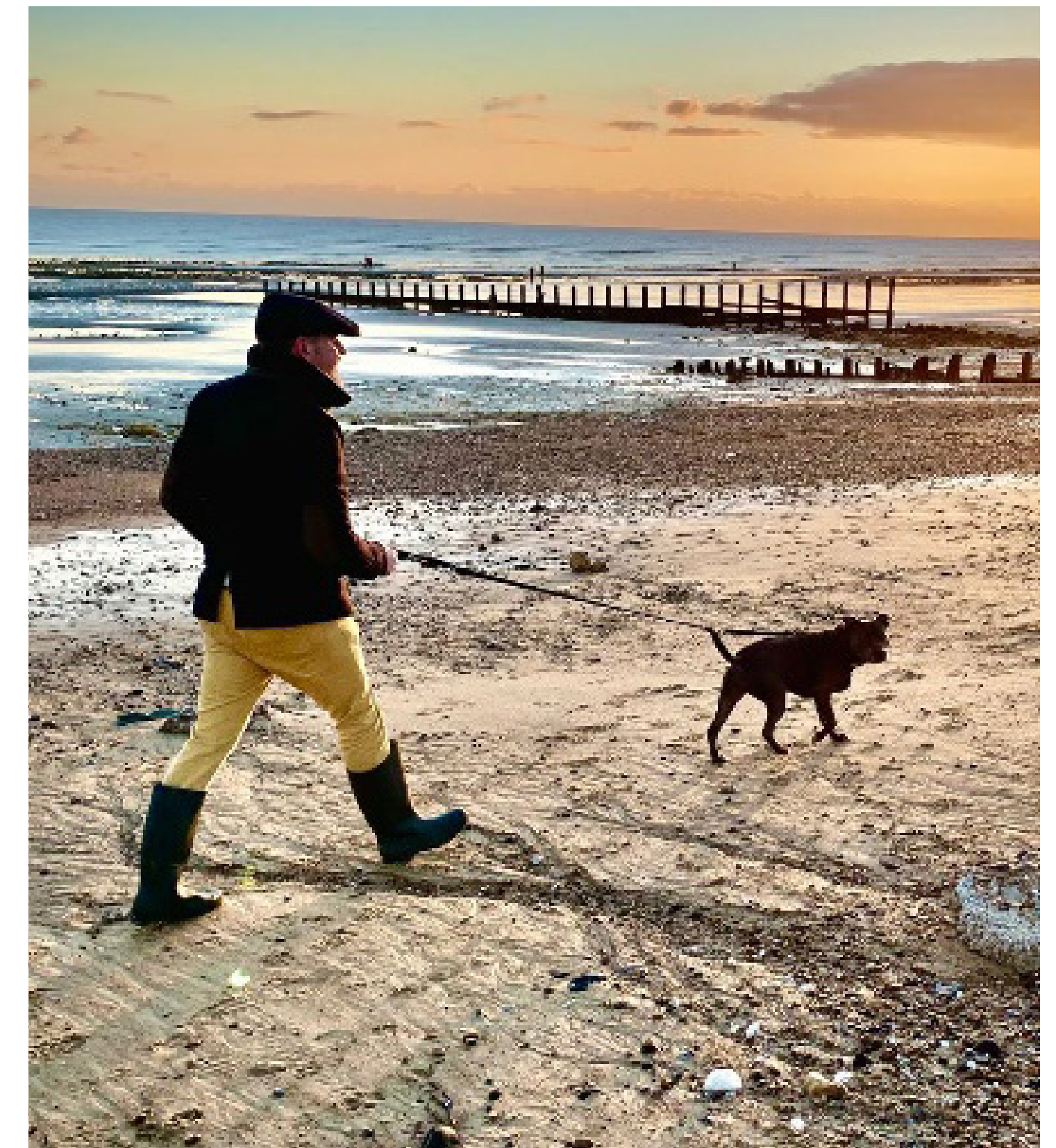
**Amanda Brophy**

Bilingual Operations Manager – Canada

We are committed to making a meaningful contribution to the communities where we work and live. Our Day for a Day policy encourages employees around the globe to take one day per year to spend volunteering their local community.



Our annual Walking Challenge started in 2021, with the intention to bring together colleagues from around the globe to walk as many steps as possible whilst raising money for charity. This year we raised £1,142 across the month of April for Worldwide Cancer Research.





## Benefits

We take a comprehensive approach to health and wellbeing, ensuring that physical and mental wellness is embedded in our workplace culture.

At Reed & Mackay, we offer a comprehensive range of benefits worldwide to support our employees' wellbeing and work-life balance. Our benefits package for each of our global locations is determined by local regulations and markets.



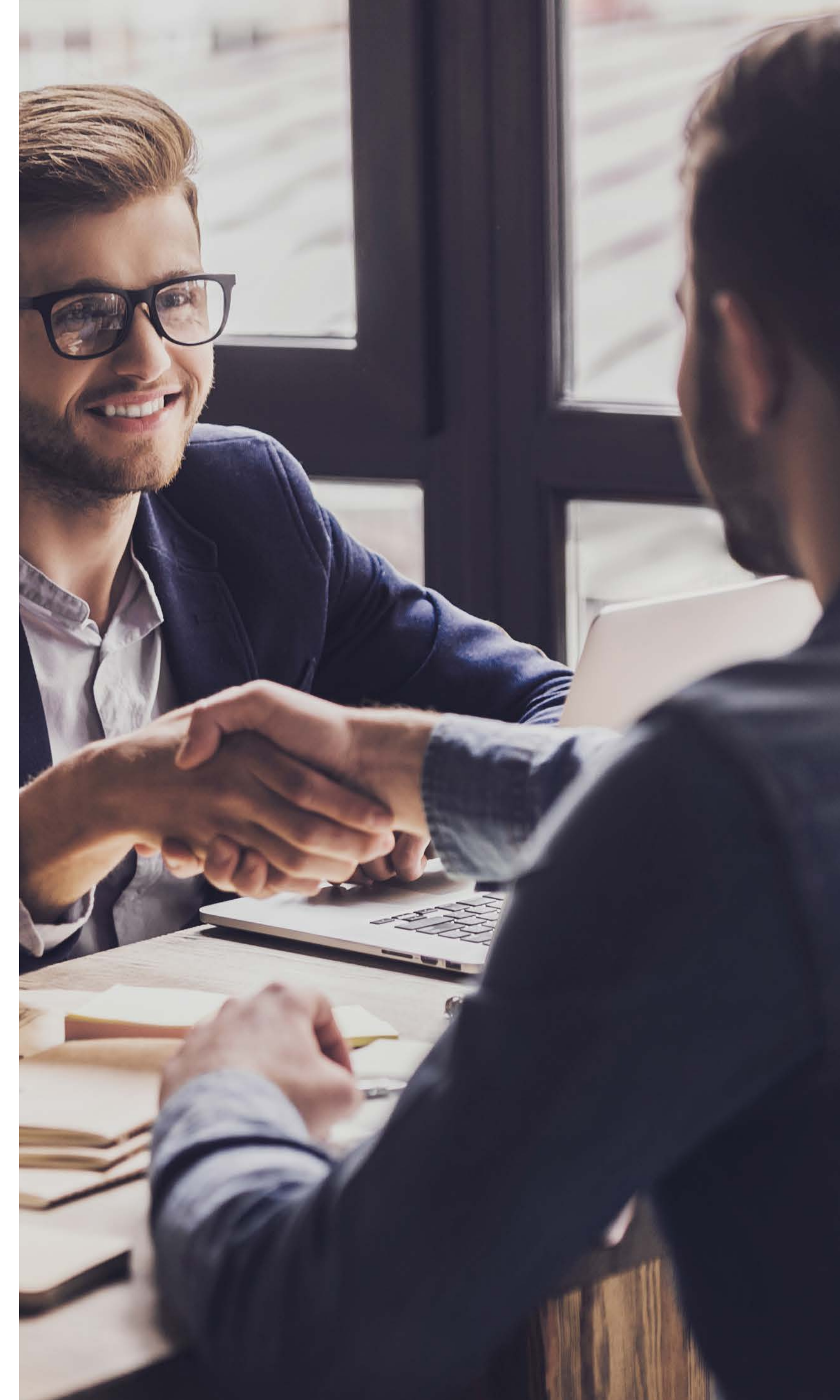


## Inclusive recruitment

At Reed & Mackay, we foster a culture of openness, inclusivity, and respect, ensuring that every individual feels safe, valued, and empowered to bring their authentic selves to work. We recognize that diverse experiences, identities, and backgrounds enhance collaboration, drive innovation, and strengthen business performance by leveraging a wide range of perspectives.

To uphold our commitment to fair and accessible recruitment, we provide our hiring managers with the tools and training necessary to conduct inclusive, unbiased, and legally compliant hiring practices.

- We have introduced mandatory interview training for all managers, with a strong emphasis on valuing each candidate's unique skills, experiences, and perspectives
- Our managers receive regular training on fostering inclusive work environments, ensuring fair treatment, understanding disability legislation, and identifying barriers that may prevent employees from reaching their full potential
- All hiring managers globally must adhere to our Recruitment Policy, which ensures that every hiring process is conducted fairly, consistently, and without discrimination
- We guarantee that all candidates have the right to request reasonable adjustments to accommodate disabilities during the recruitment process.





Sustainability leadership

Chris Truss leads Reed & Mackay’s sustainability efforts, overseeing both the organization’s internal commitments and behaviors, as well as its approach to operations, products, and service delivery. His role ensures that the service we offer supports our clients in achieving their own sustainability goals.

Chris is an active advocate of sustainability within the travel industry and works closely with clients, suppliers, and third parties to drive progress and innovation in sustainable travel.

Jeantine Mankelow joined Reed & Mackay as its first Product Manager dedicated to sustainability. She is focused on developing tools that support clients in reducing the environmental impact of their business travel programs. With a background in both product management and corporate sustainability, Jeantine is passionate about using data and technology to drive meaningful change.

**Jeantine Mankelow**  
Product Manager for Sustainability



Reed & Mackay’s Integrated Management System (IMS)

Reed & Mackay upholds multiple certifications and frameworks, all of which come together to form our Integrated Management System (IMS).

For more than a decade, we have been certified to four widely recognized ISO standards: ISO 9001 (Quality Management), ISO 27001 (Information Security Management), ISO 14001 (Environmental Management), and ISO 22301 (Business Continuity Management). These make up the foundation of our IMS and provide a structured framework for managing critical aspects of our business. Each standard focuses on a key area that contributes to Reed & Mackay’s overall performance.

In addition to our ISO certifications, we have incorporated other frameworks into our IMS to further strengthen our compliance efforts. In the security domain, we have achieved compliance with PCI DSS, NIST CSF, and, most recently, Cyber Essentials Plus. In the areas of environment and sustainability, we undergo annual EcoVadis and Carbon Disclosure Project (CDP) assessments, receiving scores that help us drive continuous improvement.

Data privacy

The Security & Trust team works closely with the Legal & Compliance department, in particular the General Counsel & DPO, in support of Reed & Mackay’s adherence to the UK General Data Protection Regulations (GDPR) and other applicable Data Protection regulations. This department plays a crucial role in safeguarding the secure collection, processing, storage, and sharing of personal data, while also ensuring the protection of individuals’ rights.



## Executive level sponsorship, leadership, & accountability

Strong leadership is key to the success of our Integrated Management System (IMS). Our Executive Team plays an important role in setting strategy, allocating resources, managing risks, and encouraging continuous improvement across all areas of the business.

Our Global Sustainability Director leads our sustainability strategy, overseeing environmental impact, social responsibility, and initiatives to support clients in managing their travel-related carbon footprint. They provide monthly progress updates to the Group CEO, who approves key decisions to keep sustainability efforts aligned with business objectives and long-term goals.

## Risk Management Framework

At Reed & Mackay, we incorporate risk-based thinking and awareness throughout our Integrated Management System. Our Risk Management Framework is designed to address risks across different contexts, including Information Security, Data Privacy, Business Continuity, Quality, and Environment.

Each risk is evaluated based on its likelihood and potential impact to ensure it is assigned the appropriate rating. Treatment plans are then implemented to mitigate or eliminate potential threats. High-risk issues are reviewed in formal Corporate Risk Review meetings with Executive Team members.

## Environmental reporting & assessments

Every four years, we are required by the UK government to undergo an Energy Savings Opportunity Scheme (ESOS) assessment, which identifies potential energy efficiency improvements at our UK offices. A recent update to ESOS now requires us to submit an ESOS action plan to the Environment Agency. This plan publicly discloses our commitments to implementing energy-saving measures, with specific objectives to be achieved by the next ESOS assessment in 2027.

Additionally, we comply with the Streamlined Energy & Carbon Reporting (SECR) Framework, a UK government requirement for large businesses. This framework requires us to annually report our energy consumption, greenhouse gas emissions, and energy efficiency initiatives within our financial statements.





# Our recognition

We are thrilled to be named as finalist in both the Achievement in Diversity, Equity, & Inclusion category at the 2025 Business Travel Awards Europe and DEI Champion at *The Business Travel Magazine's* 2025 People Awards.

These recognitions are testament to the dedication, passion, and meaningful work of our incredible colleagues who are committed to building a workplace where everyone belongs.

We are honored to stand alongside such inspiring finalists and can't wait for the awards ceremony in October 2025.







REED & MACKAY  
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# Our goals

Our sustainability and responsible  
business commitments.



# UN Global Compact: addressing the 10 core principles

As participants of the United Nations Global Compact and the UN Global Compact Network UK, we're proud to be working with other organizations that share our commitment to accelerating sustainability efforts and scaling up impact. We're dedicated to aligning strategies and operations with universal principles on human rights, labor, environment, and anti-corruption and to take actions that advance societal goals.

We're setting the stage for long-term success in our responsibilities to our people and the planet, by incorporating the [10 Principles of the UN Global Compact](#) into our strategies, policies, and procedures, while establishing a culture of integrity.

## UN Global Compact - Human Rights

**Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights.

**Principle 2:** Make sure that they are not complicit in human rights abuses. To meet our commitment to both principles, we have a published formal policy on Labor & Human Rights for which all employees must pass e-learning modules.



## UN Global Compact - Labour

**Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining. Principle 3 is honored in the first part, but collective bargaining is not a facet of our business model as each person is employed on an individual contract of employment.

**Principle 4:** The elimination of all forms of forced and compulsory labor.

**Principle 5:** The effective abolition of child labor.

**Principle 6:** The elimination of discrimination in respect of employment and occupation.

To meet our commitment to principles 4-6, we have a published Labor & Human Rights policy against each element and employees undertake mandatory e-learning modules.



## UN Global Compact – Environment

### Environment

We exceed “precautionary approach” with a commitment to make environmental awareness, action, and certification a core aspect of our business strategy. We will continue to address Principles 8 and 9 in a variety of ways through different aspects of our business and sphere of influence.

### Our operations & our people

We tackle internal environmental impacts of our business through our ISO 14001 certified environmental management system. Our employee engagement initiative, R&M Champions, also gives our people the opportunity to actively participate, providing valuable insights and ideas on how we can make our operations more sustainable. Additionally, we encourage our employees to adopt environmentally sustainable practices in their home lives as well as day-to-day work, such as reducing energy usage and minimising waste. We understand that internal sustainability is crucial to our long-term success.

**Principle 7:** Businesses should support a precautionary approach to environmental challenges.

**Principle 8:** Undertake initiatives to promote greater environmental responsibility.

**Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.







## Our clients

To match our own certifications and internal goals, we will encourage and work with clients to manage their own responsibilities. This can be achieved through a wide-ranging series of actions including our own advice, services, and products as well as introductions to third-party programs. Our plan to continually enhance sustainability support includes:

- Strategic Business Planning to incorporate client sustainability goals into travel policy and processes
- Provision of formal CO2 emissions reporting and data for inclusion in annual company statements to shareholders and governance bodies
- Proactively lead supplier negotiations to create environmentally friendly travel programs, including advice on hotels, electric cars, etc.
- Educational webinars, in-person events, and digital communications to raise awareness of company responsibilities and opportunities for sustainability within managed corporate travel programs
- Providing the most current, credible, granular CO2 data and messaging at point of sale to enable travelers/bookers to take advantage of the opportunities available to reduce the carbon footprint of their travel and make more eco-friendly accommodation choices.

## Our industry & the wider world

We seek to lend our voice to initiatives and groups advocating for the decarbonization of the travel industry as well as business and industry on a global scale. Our participation in the UN Global Compact underpins all of our efforts, giving us the opportunity to engage in promotion of, and collaboration towards, shared solutions on a global and cross-sectoral scale. We also look to use our vast knowledge and experience in our own field to influence and work together with various bodies on specific issues in our industry.

We also want to identify and help amplify the efforts of any other organizations with environmental missions that resonate with our ethos. This may range from philanthropic partnerships with environmental non-profits and enterprises, to promoting innovative businesses, projects, and climate solutions in need of investment, to all of our stakeholders.



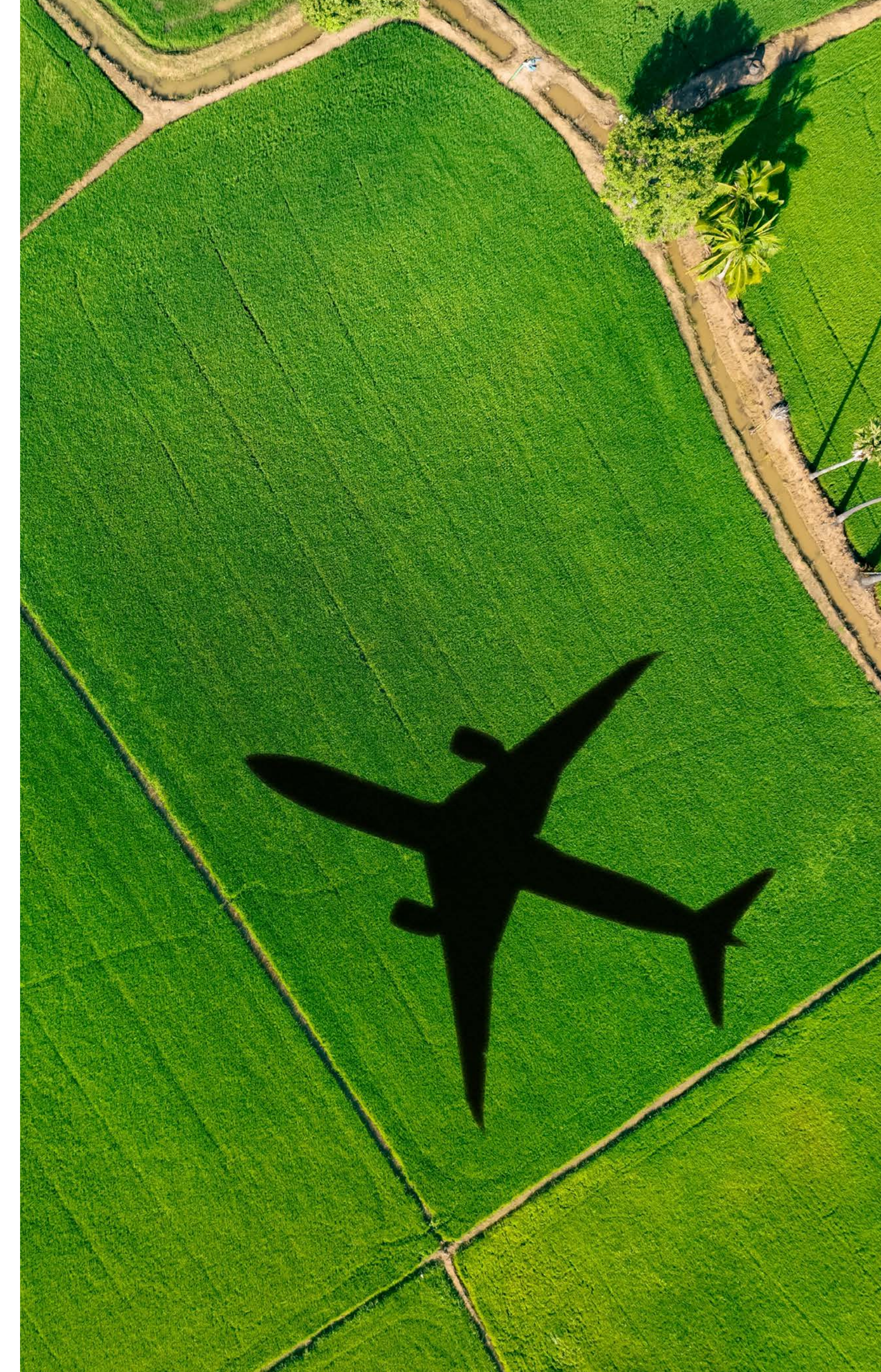
## Environment action agenda 2025

1. Having made our Net Zero commitment in 2024, we are working on our transition plan and achievement of core near-term objectives.
2. Building on the solid foundation and utilizing the expertise of our newly recruited Sustainability Product Manager, we will be doubling down on our efforts to deliver a strong product offering for our clients.
3. Complete Reed & Mackay's fifth annual EcoVadis assessment.
4. Complete our second public response to the Carbon Disclosure Project (CDP).
5. Position Reed & Mackay as a thought leader in the sustainability space.
6. Complete roll out of end-to-end meetings and events sustainability proposition.
7. Continue to implement a program of carbon literacy education across the business, while continuing to make professional training in sustainability available for specific disciplines where appropriate.

## UN Global Compact – Anti-Corruption

To meet our commitment, we have published an Anti-Bribery & Anti-Corruption Policy and perform Anti-Bribery & Anti-Corruption Risk Assessment annually. All employees must complete mandatory online training.

**Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.







REED & MACKAY  
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# Annual performance review

An overview of our performance  
and key indicators.



## Summary

In 2025 we continue to focus on ensuring the full capture and reporting of all relevant carbon emissions generated by Reed & Mackay. We continue to use recognized frameworks and feedback from external assessments to improve policies and processes, which continues to earn us recognition from customers, industry bodies, and sustainability experts such as EcoVadis. These acknowledgements of our efforts motivate Reed & Mackay to continue expanding its endeavours with sustainability. As responsible corporate citizens, we continue to believe it is our duty to maximize our positive impacts and contribute to a better future for all.

## Environmental performance

### Measurement & targets

In 2025, we once again engaged the services of external consultants to assist us with a full inventory of our global CO<sub>2</sub> footprint. This has been verified to reasonable levels of assurance to ISO 14064-1 alongside a detailed verification report and verification statement.

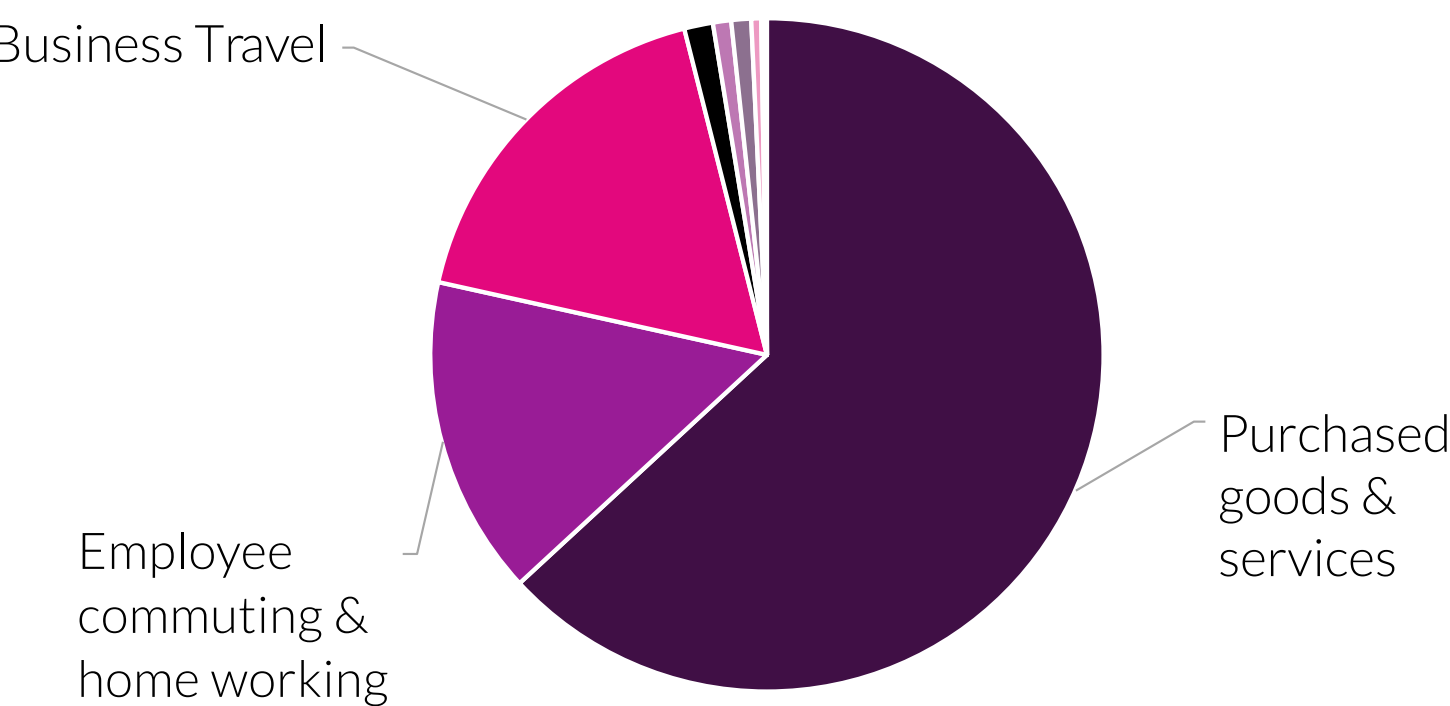
We have also enhanced our GHG Management Process report, featuring details on how we capture and collect information on our greenhouse gas management, why we're doing it, and how we use the data.

In 2025, we have seen an increase in our overall carbon footprint, driven primarily by the increased size of our business. This has been delivered by organic growth throughout new business wins and also via acquisitions, specifically new businesses in Sweden and Italy. We have, however, seen a reduction in the intensity of emissions as a function of our overall revenue. This indicates positive progress on our journey to decarbonize our business.





Scope 3 breakdown



Total scope 1	41.0t CO2e
Total scope 2 (location based)	145.10t CO2e
Total scope 3	5,456.14t CO2e
Total gross emissions (location based)	5,642.24t CO2e

As a professional services business, the majority of our emissions footprint falls within Scope 3. This is once again reflected in the fact that our Scope 1 emissions account for 0.7% of our total footprint and Scope 2 for 2.8%. The majority, 96.5%, therefore lies within Scope 3, reflecting the nature of our operations.

We take our Scope 1 and 2 emissions seriously and are in the process of renewing our energy providers for our Aberdeen and Sydney offices, with the goal of switching them to fully renewable electricity. In addition, we also continue to transition our small fleet of company cars to hybrid or electric vehicles.

Scope 3 remains our largest area of focus and we have a clear strategy in place to reduce our carbon footprint in this area. Specifically, we are focused on reducing the impact of our own business travel.

Over the past financial year, we have taken steps to reduce budgets available for travel. We are paying particular focus to high-usage routes, actively managing the mode of transportation and class of service to promote sustainable choices. This is while simultaneously encouraging the use of online meetings in place of travel.

Additionally, we have begun engaging with our supply chain. Notably, 13 of our top 30 suppliers have already made Net Zero commitments. Our focus now is on collaborating with all suppliers to obtain primary emissions data, helping us to reduce our reliance on a spend-based approach and improve the accuracy of reporting.

In the past year we have made a formal commitment to achieving Net Zero in Scopes 1 and 2 by 2035 and Scope 3 by 2045. We are now focused on developing plans to drive this across our business at pace.





### **Scope 1**

Despite maintaining a small fleet of company vehicles, we have reduced total vehicle mileage and upgraded the fleet with electric and hybrid vehicles. These initiatives have resulted in a 3% reduction in Scope 1 emissions.

### **Scope 2**

We are pleased to report a 10% reduction in emissions from purchased electricity over the past 12 months. This been driven by increased energy efficiency, the adoption of renewable electricity contracts with suppliers, and reduced energy consumption across our global offices.

### **Scope 3**

Scope 3 emissions have shown a mixed performance over the past year. Emissions from purchased goods and services have increased, largely due to changes in emissions factors. To address this, we plan to transition to primary data, improving the accuracy and reliability of our reporting. Positively, we have achieved a 13% reduction in emissions from business travel, reflecting the impact of changes made to how and when we travel as a business.





# Increasing environmental knowledge within Reed & Mackay



Throughout 2024/25, Reed&Mackay's Sustainability Team has continued to build its knowledge and stay informed in an evolving landscape. This has involved attending key industry seminars, forums, and conferences, as well as completing UNGC-focused training and accelerator programs.

We have also strengthened our partnerships through a range of client focused events and educational sessions. Alongside this, the team regularly carries out independent research to stay up to date with industry developments and regulations.

This year, we were pleased to welcome Jeantine Mankelow as Product Manager for Sustainability. Jeantine brings a wealth of experience in the sustainability sector, with a strong background in technology-led solutions.



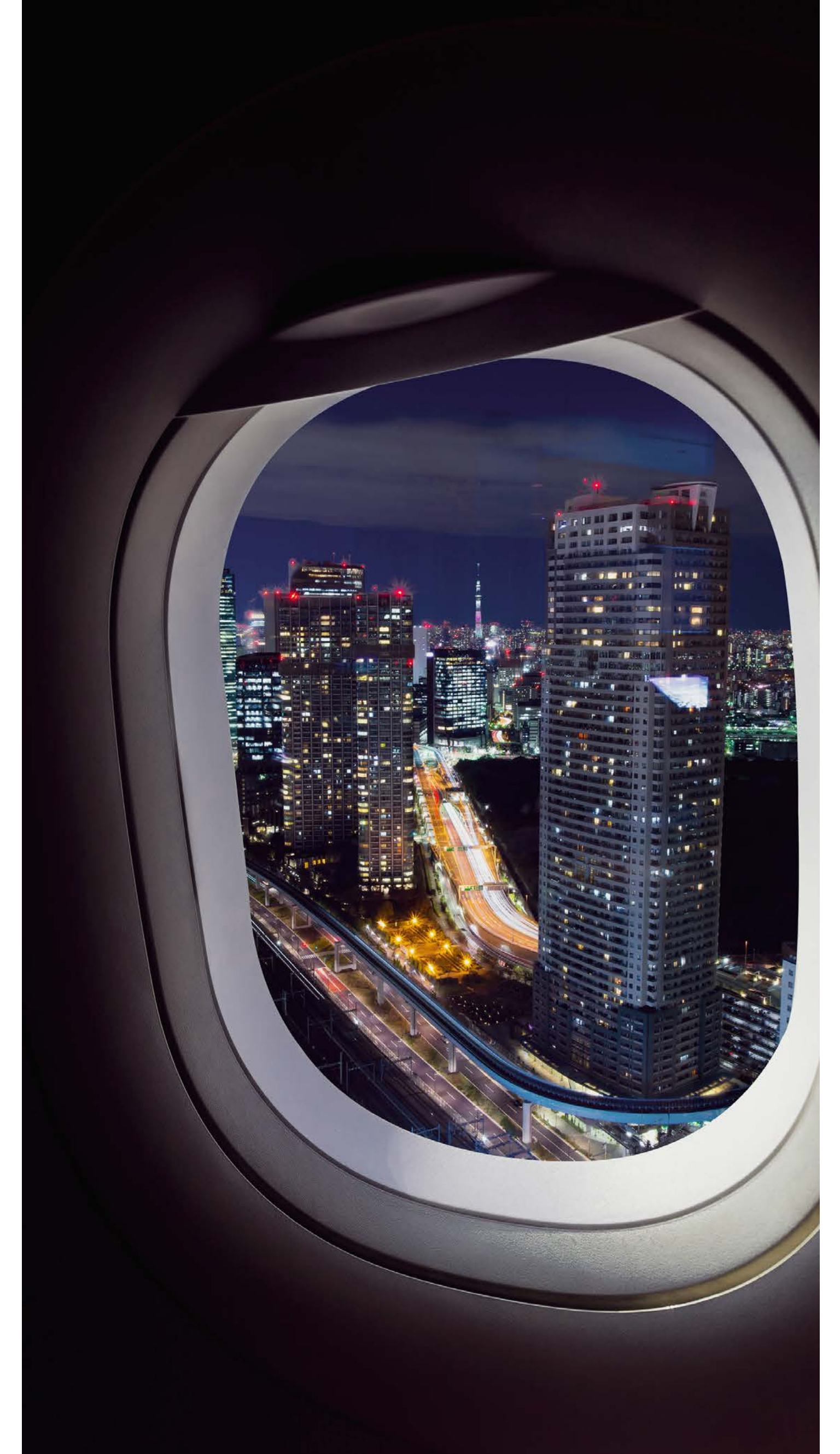
# Influencing our clients

Although our clients' business travel emissions are not part of our own Scope 3, they are nevertheless one of the areas in which our business has the opportunity to make a positive impact. We remain dedicated to supporting our clients along the different stages of their sustainability journeys through our products and services and sharing knowledge to educate and upskill.

We have continued to innovate across our entire technology ecosystem to deliver improved functionality for our clients, further supported by our recruitment of Jeantine Mankelow. Our existing partnerships with SQUAKE and Neste continue to perform well and we are very excited to have recently partnered with Clarasight who offers carbon forecasting and budgeting.

This year we have achieved a strong level of engagement with clients through these channels:

- Carbon budget session at &Beyond Summit
- Sustainability features demonstrated at Business Travel Show
- Client dinners and networking session for sustainability leaders across our client base, in partnership with Clarasight
- Neste SAF refinery visit and client SAF workshop
- JetBlue and Heathrow airport client education session
- Delivered client education sessions in partnership with British Airways focused on SAF
- Sustainable travel blogs
- Quarterly sustainability newsletter to clients
- Sustainability consultation meetings with clients





# EcoVadis

EcoVadis is a globally recognized sustainability rating platform that evaluates companies on their sustainability performance. Companies receive a scorecard and ranking, providing valuable insights to identify areas for improvement.

Each year, EcoVadis assesses our material sustainability impacts based on documented evidence, with the overall score reflecting the effectiveness of our sustainability management at the time of evaluation.

Reed&Mackay's latest EcoVadis score places us among the top 3% of all companies rated in the travel agency, tour operator, reservations, and related activities industry. We are proud to have been awarded a silver medal, recognizing us as an Advanced performer in sustainability. This achievement places us in the 92nd percentile, meaning we scored equal to or higher than 92% of all companies rated by EcoVadis.

Our scores per EcoVadis module are:

- **Environment:** 70/100 (top 7%)
- **Labour & Human Rights:** 70/100 (top 6%)
- **Ethics:** 70/100 (top 9%)
- **Sustainable Procurement** (top 3%)

**Overall score: 70/100**



# Carbon Disclosure Project (CDP)

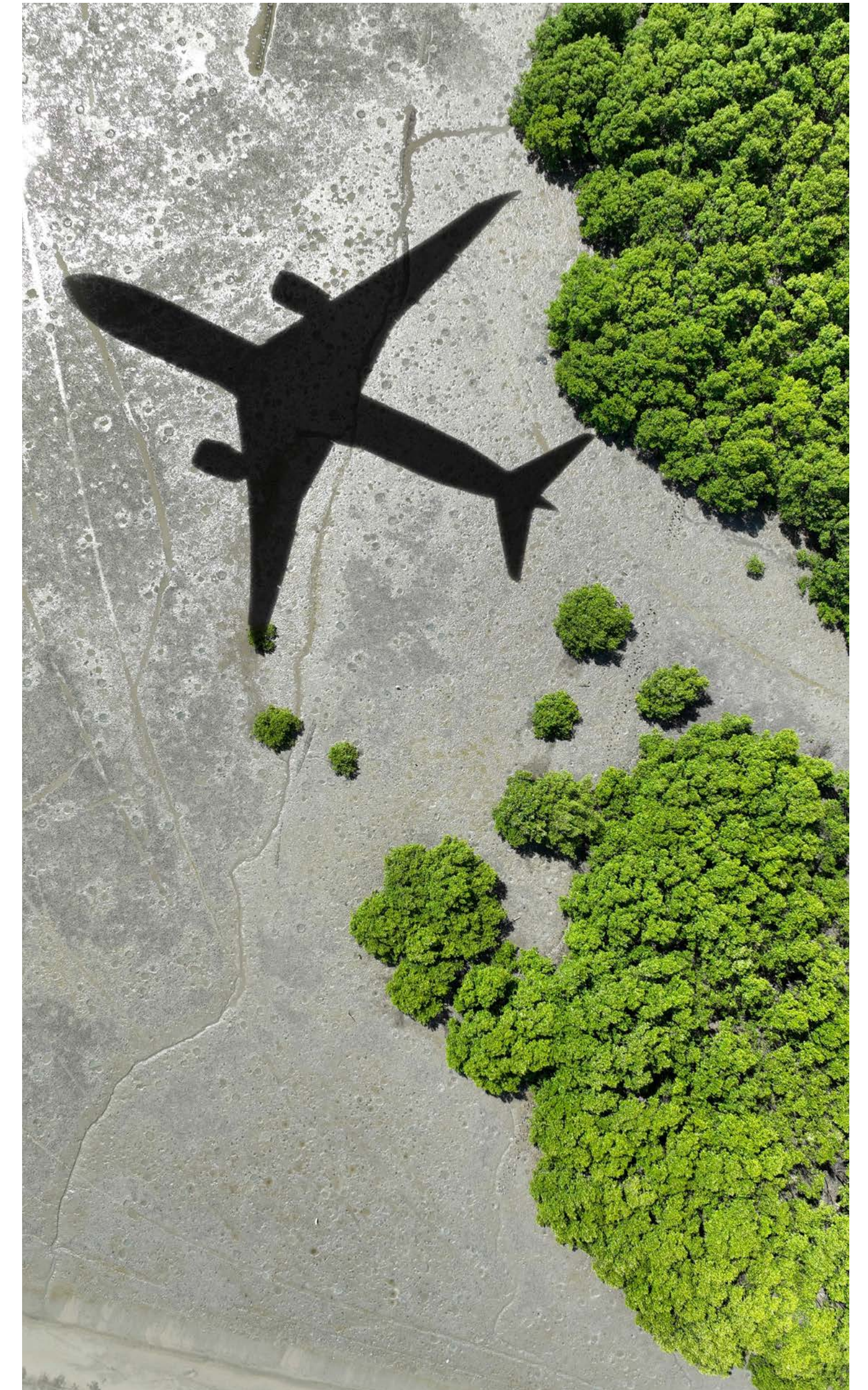
The Carbon Disclosure Project (CDP) is a global non-profit that supports companies in disclosing their environmental impacts. By participating in the CDP, we enhance transparency regarding our climate change efforts, identify related risks and opportunities, and drive continuous improvements in our environmental practices.

In 2024, we achieved a "C" awareness level score in our second scored CDP assessment, indicating a clear understanding of our environmental impacts. We are actively addressing these impacts by implementing measures to achieve Net Zero emissions by 2045 at the latest.



# Performance against 2024 environmental agenda

1. Achieved sign off on our 2024 Net Zero commitment. It should be noted that due to the current requirements for the Science Based Targets initiative (SBTi) to include 3.11 (use of downstream sold products), we remain fully committed to our Net Zero journey and will reconsider alignment with SBTi if guidance changes.
2. We were delighted to release our travel policy and approval solution based on CO2 values. This has been well received by the market.
3. Reed & Mackay achieved a silver medal for our fourth annual EcoVadis assessment, missing gold by one point. It should be noted that while our score did not materially change, the overall score requirements to achieve a gold increased causing us to miss this target by a small margin.
4. Reed & Mackay made a full public disclosure to CDP in 2024 and were very pleased to receive a score of C.
5. Our Global Sustainability Director, Chris Truss, engaged with more than 100 clients throughout the year through face-to-face meetings, supplier workshops, public speaking engagements, and sustainability focused in-person events.
6. We have developed the foundation of our end-to-end meeting and events solutions and are focused on leveraging data to provide transparency, visibility, and actionable insights for clients.
7. We are very proud of our in-house program of carbon education and it continues to grow year to year.







# ISO Management System Audits

In July 2024, we successfully achieved re-certification to the following ISO standards:

- ISO 9001: Quality Management Systems
- ISO 14001: Environmental Management Systems
- ISO 22301: Business Continuity Management Systems

In addition to re-certifying to these standards, we also upgraded our existing ISO 27001 certification to the latest version of the Information Security Management System standard – ISO 27001:2022.

In our audit report, our auditors stated that Reed & Mackay was “well prepared and demonstrated a clear culture for continual improvement for the management system... very well-presented audit with all involved being fully aware, through roles, responsibilities and high-level objectives that cascade down to all.”



# Strengthening security & data privacy

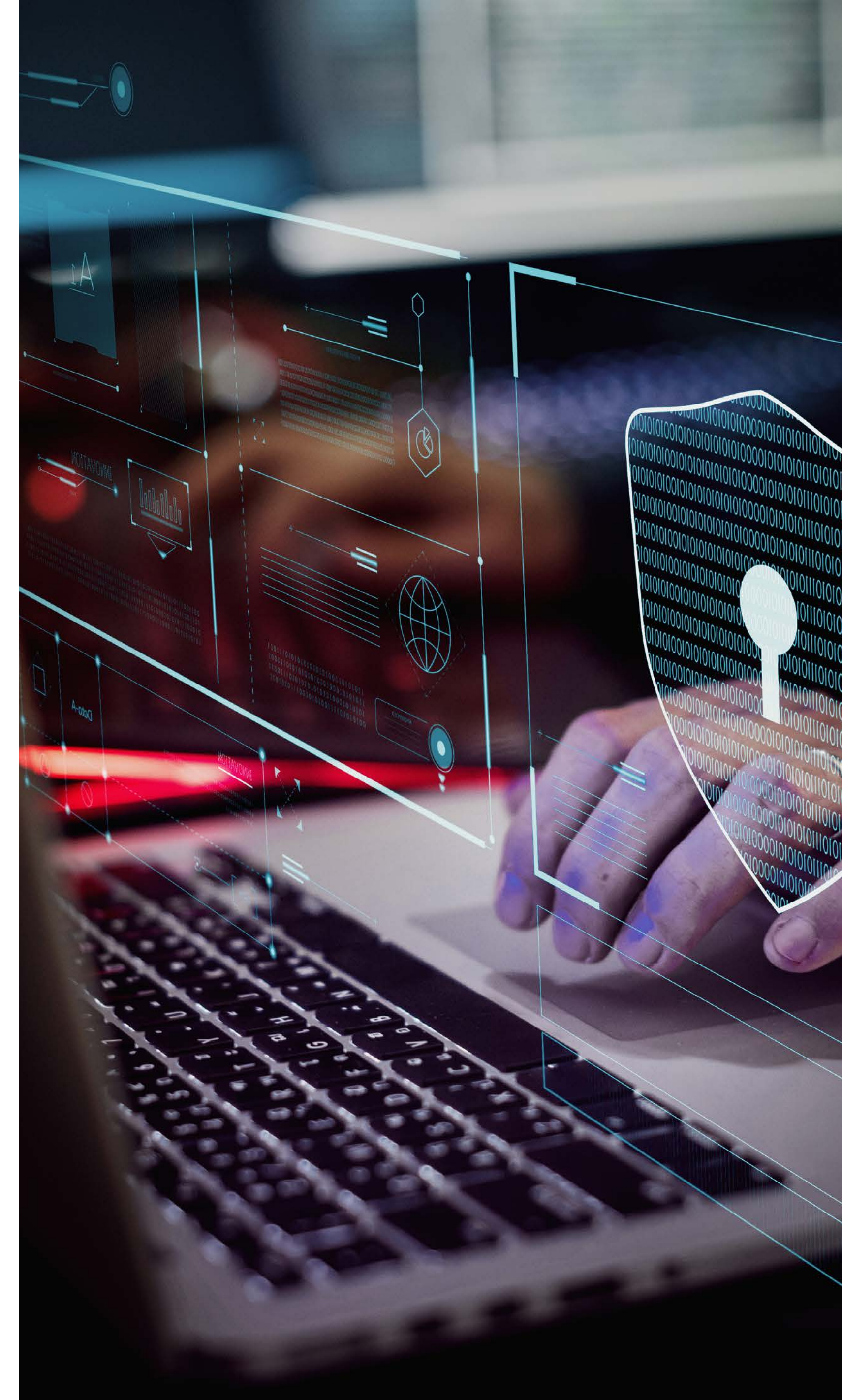
## Data privacy

This year, we continued our focus on increasing global awareness of data privacy and good data practice across the organization. Reed & Mackay hosted its third annual Data Privacy Day, aimed at emphasising the importance of strong data practices. Live sessions were held across the global workforce, covering a wide range of practical topics – including email security and supplier management – providing employees with actionable insights to apply in their daily work. Employees were engaged in the sessions, having the ability to participate in a live, interactive quiz that tested their knowledge on the topics discussed.

Beyond training and awareness efforts, we also reviewed and updated our supplier onboarding process, revised data privacy language in contracts to ensure compliance with local data protection laws, and further expanded efforts for ensuring global alignment of data privacy policies. We are continuously seeking areas for improvement in the ever-evolving field of data privacy.

## Security

Over the past year, we have strengthened our cyber security resilience by achieving Cyber Essentials Plus, a UK government-backed certification that independently verifies our protection against common cyber threats. This certification goes beyond the standard Cyber Essentials by including rigorous hands-on testing of our security controls, ensuring robust defences against phishing, malware, and unauthorized access. Cyber Essentials Plus reinforces our commitment to maintaining the highest security standards and aligns with our broader security framework, including ISO 27001.







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# Glossary & reference

Providing a credible witness to our  
endeavors from recognized independent  
providers and external stakeholders.



- Alcumus ISOQAR – UKAS accredited ISO certification and CQI IRCA training provider.
- Carbon compensation – The process of mitigating for carbon dioxide emissions arising from industrial or other human activity, by investing in projects and products designed to make equivalent reductions of carbon dioxide in the atmosphere. This can include carbon avoidance or removal projects, which can be nature-based or innovative technology.
- [Carbon Disclosure Project](#) (CDP) – A not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions, to manage its environmental impacts. CDP is regarded as the gold standard of environmental reporting with the richest and most comprehensive dataset on corporate and city action. CDP's system supports measurement and management of risks and opportunities on climate change, water security, and deforestation. [www.cdp.net/en](http://www.cdp.net/en).
- Carbon footprint – The total greenhouse gas (GHG) emissions caused by an individual, event, organization, service, place, or product, expressed as carbon dioxide equivalent (CO<sub>2</sub>e).
- CO<sub>2</sub> – Carbon dioxide, a greenhouse gas.
- CO<sub>2</sub>e – Carbon dioxide equivalent, the standard unit in carbon accounting to quantify all greenhouse gas (GHG) emissions. The effect of each greenhouse gas on global warming is defined relative to that of CO<sub>2</sub> to make measurement and comparison easier.
- Cyber essentials certification – UK Government backed program that helps organisations of all sizes protect themselves against a whole range of the most common cyber attacks.
- [DEFRA](#) – UK Government Department for Environment, Food & Rural Affairs produce emission conversion factors annually for use by UK and international organizations to report on greenhouse gas emissions.
- DEI – Diversity, Equity & Inclusion:
- Diversity: diverse representation of different characteristics within employee

- groups
- Equity: fair and equitable access to resources and opportunities, acknowledging that different people may need different resources to fairly succeed
- Inclusion: proactively developing and nurturing a workplace environment to ensure people of different backgrounds, experiences, and identities feel welcomed, respected, valued, and fully able to participate as their authentic self.
- Due diligence – An investigation, audit, or review performed to confirm facts or details of a matter under consideration. It can be a legal obligation, but the term will more commonly apply to voluntary investigations.
- [EcoVadis](#) – A company that provides business sustainability ratings, with a global network of more than 85,000+ rated companies.
- Energy Performance Rating – The UK government requires all buildings to have an Energy Performance Certificate (EPC) to help sellers, landlords, building managers and occupiers, builders, and their agents and buyers and tenants of non-dwellings to understand the Energy Performance of a building. The rating is shown on an A–G rating scale.
- ESOS – Energy Savings Opportunity Scheme – UK Government's mandatory energy assessment program for organizations in the UK. The Environment Agency is the UK program administrator.
- FTE – Full time employee.
- GDPR – General Data Protection Regulations – laws to ensure the personal data of citizens has robust protection.
- GHGs – Greenhouse gases that include: carbon dioxide CO<sub>2</sub>, methane CH<sub>4</sub>, nitrous oxide N<sub>2</sub>O, water vapor, fluorinated gases, HFCs, PFCs, etc.
- [GHG protocol](#) – Partnership of the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD), which establishes comprehensive global standardized frameworks to measure and manage greenhouse gas (GHG) emissions from private and public sector operations, value chains, and mitigation actions.
- Scope 1 – Direct GHG emissions from sources owned or controlled by the



company e.g. furnaces, boilers, and company vehicles.

- Scope 2 – Indirect GHG emissions from the generation of purchased electricity
- Scope 3 – Indirect GHG emissions, which are a result of an organization's operations, from upstream and downstream sources not owned or controlled by the company.
- [Global Sustainable Tourism Council](#) (GSTC) – The GSTC is an independent and neutral organization representing a diverse and global membership, including national and provincial governments, leading travel companies, hotels, tour operators, NGOs, individuals, and communities, all striving to achieve best practices in sustainable tourism. The GSTC establishes and manages global standards for sustainable travel and tourism, known as the GSTC Criteria. There are two sets: Destination Criteria for public policy-makers and destination managers, and Industry Criteria for hotels and tour operators.
- [ISLA](#) – A non-profit organization founded by event professionals and industry leaders focusing on a sustainable future for events. An independent industry body here to support the events sector transition to a more sustainable future.
- [ISO](#) – International Organization for Standardization. ISO is an independent, non-governmental international organization with a membership of 167 national standards bodies who develop voluntary, consensus-based, market relevant International Standards.
- MFA – Multifactor Authentication.
- NPS – A Net Promoter Score is a method of using a single survey question to gauge satisfaction with a product. Net Promoter Score scores can range from -100 (all detractors and no promoters) to 100 (all promoters and no detractors). The closer to 100, the better.
- Net zero – Net zero refers to achieving a balance between the amount of GHG emissions produced and the amount removed from the atmosphere. A company with net zero targets must actively reduce existing emissions and remove greenhouse gases already in the atmosphere. According to Science Based Targets initiative guidance, by 2050, an organization should have reduced its

total emissions by 90-95% from a baseline and can use high-quality carbon credits from carbon avoidance or removals projects to mitigate the remaining 5-10% of unavoidable emissions.

- Key requirements of the SBTi Net-Zero standard: 1. Focus on rapid, deep emission cuts. 2. Set near- and long-term targets, 3. No net-zero claims until long-term targets are met, 4. Go beyond the value chain. <https://sciencebasedtargets.org/netzero/>
- OKRs – Objectives and key results is a goal-setting framework used by individuals, teams, and organizations to define measurable goals and track their outcomes.
- PCI DSS – Payment Card Industry Data Security Standard. An information security standard designed to reduce payment card fraud by increasing security controls around cardholder data.
- PPA – A Power Purchase Agreement is a contractual agreement between energy buyers and sellers. They come together and agree to buy and sell an amount of energy, which is, or will be, generated by a renewable asset. PPAs are usually signed for a long-term period between 10-20 years. Corporates typically use PPAs to achieve their ambition of reducing their carbon footprint, especially when a renewable energy supply is not directly available in their operational location/s.
- REC – Renewable Energy Certificates (RECs) are a market-based instrument that certifies the bearer owns one megawatt-hour (MWh) of electricity generated from a renewable energy resource. Once the power provider has fed the energy into the grid, the REC received can then be sold on the open market as an energy commodity. RECs earned may be sold, for example, to other entities that are polluting as a carbon credit to offset their emissions.
- [Sabre Eco: Certified hotels](#) – Hotels that have been certified by a partner whose standards closely align with the Global Sustainable Tourism Council (GSTC) criteria.
- [Sarbanes-Oxley Act of 2002](#) – Also known as the Public Company Accounting



Reform and Investor Protection Act or, simply, SOX. It is a federal law passed by the United States Congress in response to a series of high-profile corporate accounting scandals that shook investor confidence in the financial markets in the early 2000s.

- [Science Based Targets](#) – A partnership between CDP, the United Nations Global Compact, World Resources Institute (WRI), and the World Wide Fund for Nature (WWF) to drive ambitious climate action in the private sector by enabling companies to set science-based emissions reduction targets.
- SECR – Streamlined Energy & Carbon Reporting – UK Government mandatory reporting requirement for large companies.
- SOC2 – A voluntary compliance standard for service organisations, developed by the American Institute of Certified Public Accountants (CPA) (AICPA), which specifies how organizations should manage customer data. The standard is based on the following Trust Services Criteria: security, availability, processing integrity, confidentiality, privacy.
- [SQUAKE](#) – An end-to-end solution, powering accurate carbon calculations and providing tangible compensation of all travel and logistics related emissions.
- Sustainable Aviation Fuel (SAF) – an aviation fuel made from sustainable and renewable sources, which can act as a substitute for fossil jet fuel.
- [Sustainable Development Goals \(UN\)](#) – The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries – developed and developing – in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality and spur economic growth – all while tackling climate change and working to preserve our oceans and forests. THE 17 GOALS | Sustainable Development (un.org)
- [The Joint Meetings Industry Council \(JMIC\)](#) – The Joint Meetings Industry

Council is an organization that represents the combined interests of major international Meetings Industry associations. Which consists of a broad range of organizers, suppliers, and facilities engaged in the development and delivery of meetings, conferences, exhibitions, and other related events held in order to achieve a range of professional, business, cultural, or academic objectives. JMIC provides a forum for information exchange, strategy development, and the recognition of excellence.

- [The Paris Agreement](#) – The Paris Agreement is a legally binding international treaty on climate change. It was adopted by 196 Parties at the UN Climate Change Conference (COP21) in Paris, France, on December 12, 2015. It entered into force on November 4, 2016. Its overarching goal is to hold “the increase in the global average temperature to well below 2°C above pre-industrial levels” and pursue efforts “to limit the temperature increase to 1.5°C above pre-industrial levels.”
- [United Nations Framework Convention on Climate Change \(UNFCCC\)](#) – The UNFCCC secretariat (UN Climate Change) is the United Nations entity tasked with supporting the global response to the threat of climate change. The Convention has near universal membership (199 Parties) and is the parent treaty of the 2015 Paris Agreement.
- [United Nations Global Compact \(UNGC\)](#) – UN’s global voluntary corporate sustainability initiative.
- [UNGC Business Ambition for 1.5°C campaign](#) – aims to mobilize businesses to set science-based emissions reduction targets aligned with the Paris Agreement’s objectives. The campaign has gained momentum since its launch in 2019, with hundreds of companies committing to set science-based targets and accelerate their efforts to mitigate climate change.
- [WELL Certification](#) – Spanning 108 features and 10 concepts, WELL is a roadmap for improving the quality of our air, water, and light with inspired design decisions that not only keep people connected but facilitate a good night’s sleep, support mental health, and help them do their best work everyday. Projects pursuing



WELL Certification can earn points based on performance outcomes for various policy, design, and operational strategies and can achieve one of four certification levels: Bronze, Silver, Gold, or Platinum.

- Whistleblowing / Whistleblower – You’re a whistleblower if you’re a worker and you report certain types of wrongdoing. This will usually be something you’ve seen at work, though not always. The wrongdoing you disclose must be in the public interest. This means it must affect others, for example your colleagues, clients, or the general public. You can raise your concern at any time about an incident that happened in the past, is happening now, or you believe will happen in the near future.

# References

[Deep dive: Scope 3 emissions](#)





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Thank you for reading our  
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[www.reedmackay.com/us](http://www.reedmackay.com/us)