

REED & MACKAY SUSTAINABILITY & RESPONSIBLE BUSINESS REPORT

2022



EXECUTIVE SUMMARY

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



Following a year in which we strengthened our environmental, social and governance commitments, we're proud to publish our first Sustainability & Responsible Business Report. In March 2021, with the support and encouragement of our Global Executive Team, Reed & Mackay became a United Nations Global Compact (UNGC) participant. We have pledged to incorporate the 10 UNGC guiding principles into our strategy, operations and decision-making processes. This is well under way within our GRC and HR Teams having already revised and created several key policies, improved upon due diligence processes, and implemented 'Resilience, Opportunity & Risk' Committees in key areas.

Our integrated management system, including our ISO14001 Environmental Management certification, which we have held since 2009, ensured we were well placed to receive a Bronze award for our first Ecovadis assessment of sustainability performance in 2021. We are rated in the top 4% of companies in our industry for ethics which also reflects how we care for our people. Following the challenges experienced during the pandemic, we have designed objectives which will support our global teams across the four pillars of Human Rights, Talent Development, Wellbeing and Engagement. The creation of our Mental Health First Aider roles and their induction training was one of our proudest achievements in the area in 2021.

Since businesses began to return to travel in late 2021, we have had an incredible level of engagement with our clients on the topic of sustainability. In parallel to our client base, our most significant impact on the environment is our business travel carbon emissions, they account for 86% of our total carbon footprint. This year we announced our carbon emissions reduction target of 50% by 2035, at the latest, based on CO₂e/FTE. We will be able to achieve this by utilising the same innovative products and services that we offer to our clients.

The development of our sustainability module within our product offering is underway and will allow the management of travel programmes according to CO₂e parameters, granular CO₂ measurement and contextualisation of the impact of travel. The combination of advisory services, policy advice and our bespoke technology, coupled with our dynamic reporting, will allow our clients to effectively budget for their carbon production and accurately track performance to their CO₂ reduction targets.

As the aviation industry begins to decarbonise, it is imperative to support our clients in reducing or mitigating their unavoidable emissions. This is made possible through our exciting partnership with Neste and allows our clients to reduce their air travel emissions by up to 80% through the purchase of Sustainable Aviation Fuel (SAF). We have also partnered with ClimateCare and Natural Capital Partners to offer our clients the opportunity to purchase verified carbon offsetting credits from projects of the highest quality and standards.

Finally, we have appointed Chris Truss as Director of Sustainability and Myla McPhail to Sustainability Manager. Both appointments demonstrate our commitment to furthering the fantastic progress made and as a launchpad for greater achievements.

A COMMITMENT OF RESPONSIBILITY

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



A LETTER FROM THE CEO

The past 2 years within the corporate travel industry have given us all the time to reflect upon the world in which we live, and the manner in which we operate - both in our private and professional lives. Never has sustainability been of greater importance, and it is with great pride that we here at Reed & Mackay put forward our first sustainability report to highlight the work we have started, the steps we have taken and the importance with which we hold this subject.

Reed & Mackay have created this first sustainability report, building upon 60 years of excellence and ethical business practice. We are very proud of the manner in which we have, and continue, to run our business and intend to showcase the great work already in place.

Taking the step to sign up to the UN Global Compact last year has shown that we already have fantastic alignment with the United Nations Global Compact and the United Nations Sustainable Development Goals – something we intend to build on into the future.

As a corporate travel and events agency we occupy a hugely strategic point within our clients value chain and see it as our role not only to ensure that we operate our own business in the most sustainable way possible, but also that we support, advise and encourage our clients to place the same amount of importance upon this key subject.

We intend to make sure that we give our clients market leading tools, advice, consultancy and support across all areas of our business. This is not something which we will achieve overnight but which we intend to place our focus and drive across for this year and the years to come.



Our mission:

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

Fred Stratford
Group Chief Executive Officer
January 2022

A CLEAR WAY FORWARD

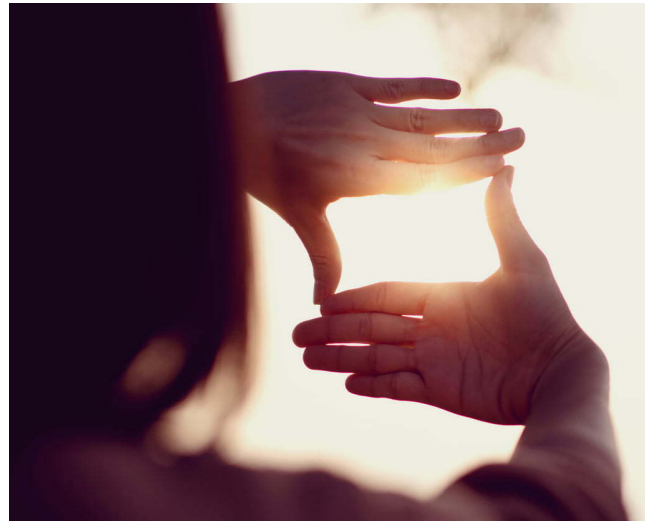
An expression of our sustainable vision and ambition in the context of the big picture social, environmental and economic challenges the world faces today.

OUR SUSTAINABLE VISION

Travel is powerful. At Reed & Mackay, we recognise the way it shapes our environment, our communities and our perspectives. We understand that we must harness the power of travel and take the steps needed to improve and protect this extraordinary world.

Being a responsible company isn't just about having a policy or saying the right thing. It's about the way we think, the way we behave and run our business sustainably, with a sense of purpose and a consciousness about the world we inhabit.

Business affects communities and impacts the environment. But being a conscious business is what empowers our people and makes a positive difference. It's integral to the way we work and puts sustainability at our core.



Our mission:

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

At Reed & Mackay, we know this better than most.

We recognise that we need to harness the power of travel.

To have a positive impact.

Use our intelligence to deliver travel with care.

Take inspiration from our conscience.

Change the way we make decisions.

Do more than think about how we make profit.

Do the best for our clients and our world.

To take the extraordinary steps needed.

To improve and protect this extraordinary world.



Our planet

We care deeply about the impact of travel on our planet, which is why we are working across our sphere of influence to engage and inspire, to create meaningful change. We are 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

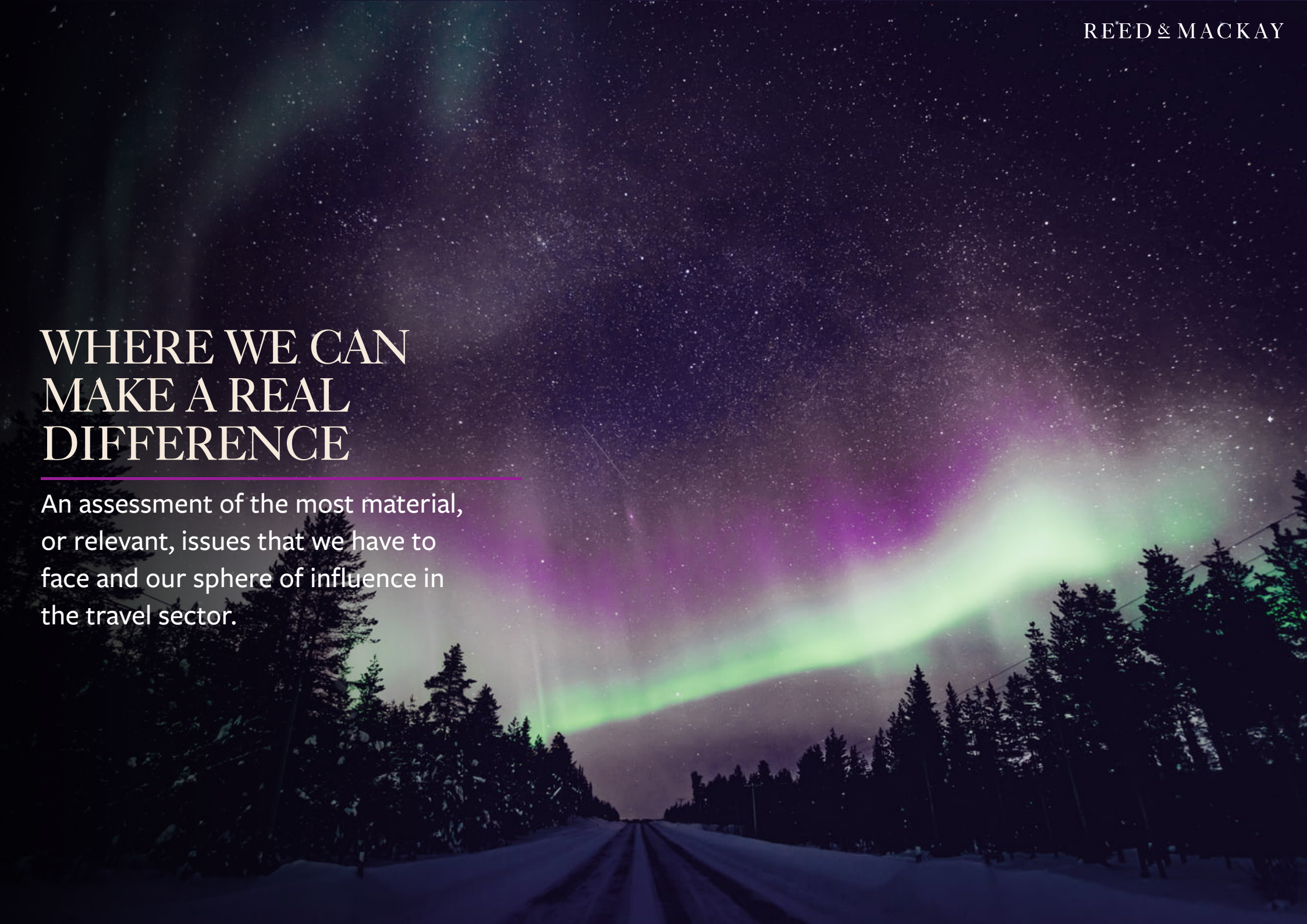
People are at the heart of our worlds, both, for us as a business and for every one of us as individuals. We're proud of our diverse workforce and work hard to support them through training and development, wellbeing initiatives and access to opportunity in a fair and respectful work environment.

Our partnerships

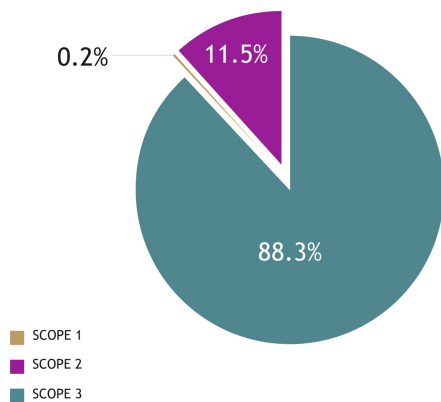
We work with all of our partners, both within and beyond the travel industry to create a more sustainable future for everyone. We collaborate with trade suppliers and clients on expanding the opportunity and capacity for people to make more sustainable travel choices. We have engaged with specialist organisations for guidance and support in our own journey, and also endeavour to connect our stakeholders with organisations that can help them address sustainability across their entire business, beyond just travel.

WHERE WE CAN MAKE A REAL DIFFERENCE

An assessment of the most material, or relevant, issues that we have to face and our sphere of influence in the travel sector.



SCOPE 1,2 & 3 EMISSIONS IN 2019 BY % SHARE



Our 2019 footprint gives an indication of our previous business-as-usual CO₂ emissions and their distribution across Scopes 1,2 and 3.

GLOBAL BUSINESS TRAVEL

Travel, particularly aviation, emits a large amount of [greenhouse gases \(GHGs\)](#) into the atmosphere, which is why we have been making vast improvements to our carbon reporting functionality in our booking tools over the last two years.

Not only does this help our clients when they book their travel through us, but it also helps us to manage and reduce the [carbon footprint](#) of our own travel. In 2019, business travel was by far the largest contributor to our [Scope 3](#) emissions and made up 86% of our total carbon footprint.

Air & Rail

Reed & Mackay's Travel Policy encourages video conferencing for inter-office meetings and rail options or economy flights for external meetings where video conferencing is not a suitable option. All bookings must be made via our online booking tool, R&M/Book, which displays [CO₂](#) emissions at point-of-sale.

The option to filter flight and rail options by the amount of CO₂ it emits gives our employees the opportunity 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.

All company air and rail CO₂ emissions are monitored and measured via Reed & Mackay's carbon emissions dashboard and reported in R&M/ Insights. The interactive dashboard provides a thorough and comparable summary of CO₂ emissions per month, region and class of travel.

On a monthly basis, air and rail emissions are reviewed for the purpose of identifying improvement opportunities and reported to the Executive Team.

Accommodation

In 2021, we improved our travel carbon emissions reporting even further by adding a new hotel carbon emissions reporting functionality to our reporting tool, R&M/Insights. As of March 2021, Reed & Mackay's hotel emissions are being measured, reviewed and reported.

Last year, we also updated our booking tools to display Sabre's Eco-Certified hotels. Each of the hotels in Sabre's hotel program has been certified by a partner whose standards closely align with the Global Sustainable Tourism Council's criteria.



Company Vehicles

We do not own a large fleet of company vehicles, however, environmental impact is considered for the vehicles we do own. Over the last two years, half of our company vehicles have changed from petrol/diesel to hybrid vehicles.

Mileage travelled in company vehicles is collated in our expense management tool and measured on a monthly basis. The latest [DEFRA](#) conversion factors are used to convert mileage to CO2 emissions.



Hired Vehicles

Our Travel Policy encourages public transport instead of taxis and hired vehicles. However, where hired vehicles are necessary, bookings are made via an ISO 14001 certified car booking company whose sustainability practices are closely aligned with our own. Mileage and CO2 emissions data are collated and reported.

We are currently exploring ways to make ground transportation even greener for our clients and for our company by working with a company that brings black cabs and private hire vehicles together in one app and offers electric vehicle options for all.

OPERATIONS

We utilise a broad range of IT products and web-based tools. Technological options are considered when addressing risks and opportunities to prevent the cause of further environmental impact.

Electronic Equipment

Energy consumption and reduction is reviewed at the Management level of the IT Operations Team. The IT Operations Team continue to proactively move towards cloud-based resources to reduce energy usage in infrastructure equipment.

Additionally, there are IT projects in progress that will remove the need for office equipment to be operating outside of office hours. The following end-of-life strategy is applied to IT equipment, which allows for energy improvements:

- Monitors, printers, servers and infrastructure equipment: 5 years
- Desktops: 4 years
- Laptops and mobile phones: 3 years

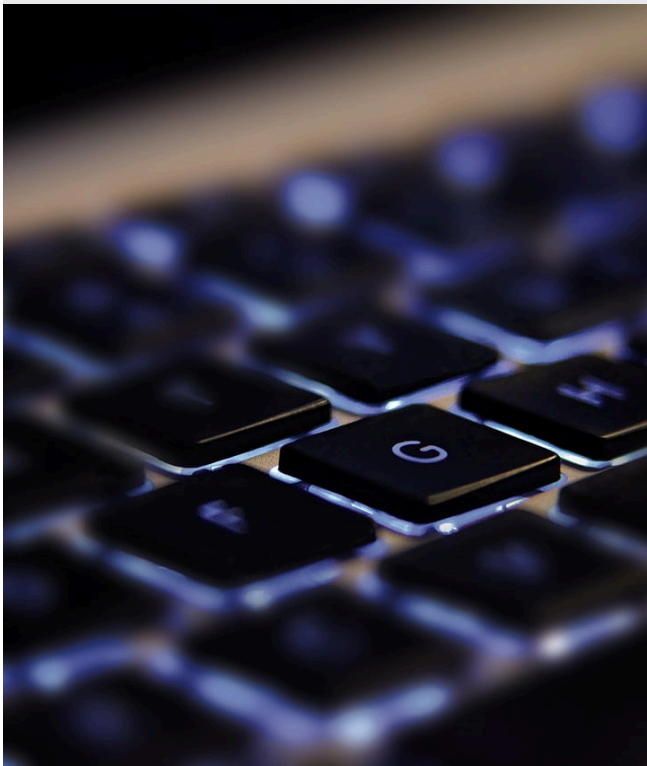
All IT waste is recycled responsibly via an approved IT waste contractor. Energy consumption is considered when sourcing all other electronic office equipment, such as refrigerators, microwaves and printers. Environmental due diligence is carried out with the supplier.



Data Centres

Reed & Mackay check the environmental accreditations of our outsourced data centres. Both data centres are ISO 14001 (Environmental) and ISO 50001 (Energy Management) compliant.

Other environmental initiatives include maintaining comprehensive energy management systems, membership to an internationally recognised critical environments programme, membership to the UK Climate Change Agreement and setting a Science Based Target.



HQ FACILITIES

Reed & Mackay's Head Office in London is the most significant contributor to CO₂ emissions from facilities. As well as this being our oldest location, around ~37% of the global workforce are located here making it the largest individual location by far, and so environmental impacts are well managed with a mature program of reduction initiatives.

Lighting

Our Head Office has LED lighting throughout, which has significantly increased our energy efficiency since the lighting was converted in 2018.

The energy efficiency of lighting in our other offices will be reviewed on a case-by-case basis.

Energy Efficiency

Alongside other tenants at our Head Office, we have installed a SMART meter, which enable us to monitor our energy usage in real-time and encourage efficient use of power resources.

In the last two years, working from home became a necessity and research suggests that our overall energy consumption can increase when homeworking, especially in the colder months. For this reason, Reed & Mackay ran an awareness campaign to help our employees reduce their energy consumption.

Office Materials and Supplies

We carry out environmental due diligence with all of the suppliers we source office stationary and marketing products from.

Our Head Office printing statistics are monitored on a monthly basis and reported. Employees are encouraged to print (double-sided) only when required and access to colour printing is restricted to certain roles and functions.

Our IT Team continue to implement cloud-based resources, such as DocuSign, allowing electronic storage and reducing the need to print.

We carry out regular checks with cleaning contractors to ensure the use and disposal of cleaning products is compliant with environmental and health & safety legislation.



Waste

We use the reduce, reuse and recycle hierarchy when managing our waste. We only work with reputable waste disposal companies that consider the environment during the collection and disposal process and comply with waste legislation.

The relevant waste documentation is obtained for every collection and disposal, including Waste Transfer Notes, Hazardous Consignment Notes and Certificates of Destruction, where applicable. Records are obtained and held on file by the Office Manager.

Other initiatives which have been implemented:

- Milk dispensers added to Head Office kitchens, removing the need for milk cartons
- Avoidance of unnecessary items and packaging e.g. stir straws and individual packets of sugar, coffee and tea bags
- Drinking water taps installed. No bottled water provided for employees
- Office stationery, marketing materials and kitchen supplies, bought in bulk to reduce packaging waste
- Motion sensor hand dryers used in toilets. Paper towels are not provided

Reduce

- Re-usable cutlery/crockery/cups provided, avoiding disposable options
- When moving or opening new offices, Reed & Mackay re-use office furniture wherever possible
- Airline and hotel partners encouraged to use on-site crockery and cutlery when providing refreshments at Reed & Mackay offices
- When IT equipment is at end-of-life, our IT waste contractor ensures confidential data is destroyed and reuses the equipment wherever possible

Reuse

Our Head Office in London participates in the Clean City Awards Scheme. Meetings are held to discuss innovations and potential improvements to waste management processes.

- Reed & Mackay carry out due diligence with all waste contractors to ensure office waste is recycled responsibly. The Head Office waste contractor has a 'zero waste' strategy and is committed to diverting all waste from landfill
- Where IT waste cannot be reused or repaired, it is harvested for functional parts before being recycled
- Recycling bins are clearly labelled and provide guidance on how to dispose of waste correctly
- Plastic bottles of water in our reception and meeting areas have been removed and replaced with recyclable glass option

Recycle

Abnormal & Emergency Situations

We have identified the potential environmental consequences of abnormal emergency situations in accordance with external and internal issues, expectations from interested parties and compliance obligations.

All potential emergency situations are logged on our Risk Register, which is regularly reviewed. Controls have been implemented to prevent or mitigate adverse environmental impacts.

We have been certified to ISO 22301 since 2013. Our Business Continuity Management System is designed to handle the adverse effects of any business interruption, including the adverse effects on the environment.

Our Office Manager is responsible for assessing the environmental impact of an incident or crisis and applying the appropriate recovery method.



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.

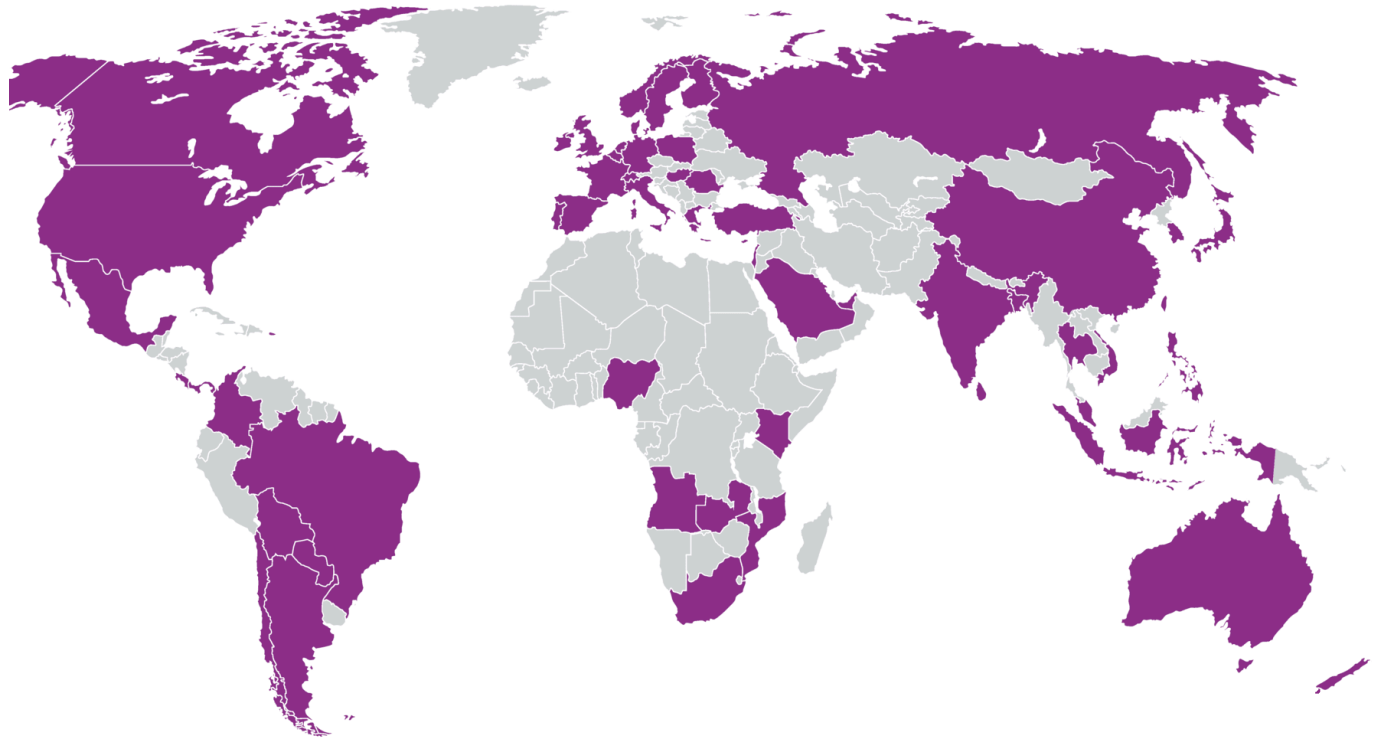
INTERNATIONAL PARTNER NETWORK

Headquartered in London and with UK offices in England, Scotland and Wales, we also operate offices globally in Amsterdam, Chicago, Delhi, Dubai, Frankfurt, Melbourne, New York, Paris, Philadelphia, San Francisco, Singapore, Sydney and Toronto.

To provide clients with extended global coverage, we established the Reed & Mackay International Partnership which extends our reach across more than **50 countries** and **140 office locations**.

The Reed & Mackay International Partnership is a group of carefully selected corporate travel providers who operate as Reed & Mackay, bringing with them a wealth of experience and in-depth travel knowledge from within their local markets.

We conduct thorough due diligence on the selected partners to ensure they share our quality ethos and can operate under our IT infrastructure.



RESPONSIBLE PROCUREMENT

Reed & Mackay expect all suppliers and other third parties performing services on behalf of our company to share our ethical and sustainability commitments.

Governance

For all suppliers, Reed & Mackay's Governance, Risk & Compliance (GRC) Team is responsible for issuing and checking that supplier due diligence responses meet our expectations and compliance requirements. Our GRC Team may raise queries or risks against the due diligence questionnaires, which must be addressed with the potential supplier prior to approval. As part of this process, our Finance Team is responsible for performing credit checks on potential suppliers to understand the company's financial standing.

We have contractual commitments with each partner, and they work to a specific set of key performance commitments. Our robust supplier due diligence process enables us to check the commitments and processes of a potential supplier both before we consider onboarding them and ongoing thereafter with checks being undertaken as mentioned in the following pages.



Environmental Processes & Commitments

Including; certification to environmental standards, such as ISO 14001 or ISO 5001, compliance with environmental laws and regulations. All services that impact Reed & Mackay's significant environmental aspects are recorded on our Environmental Aspects & Impacts Log and analysed from a lifecycle perspective. Details of supplier certifications are checked and added to the log, which is reviewed on an annual basis.

Corporate Governance and Quality

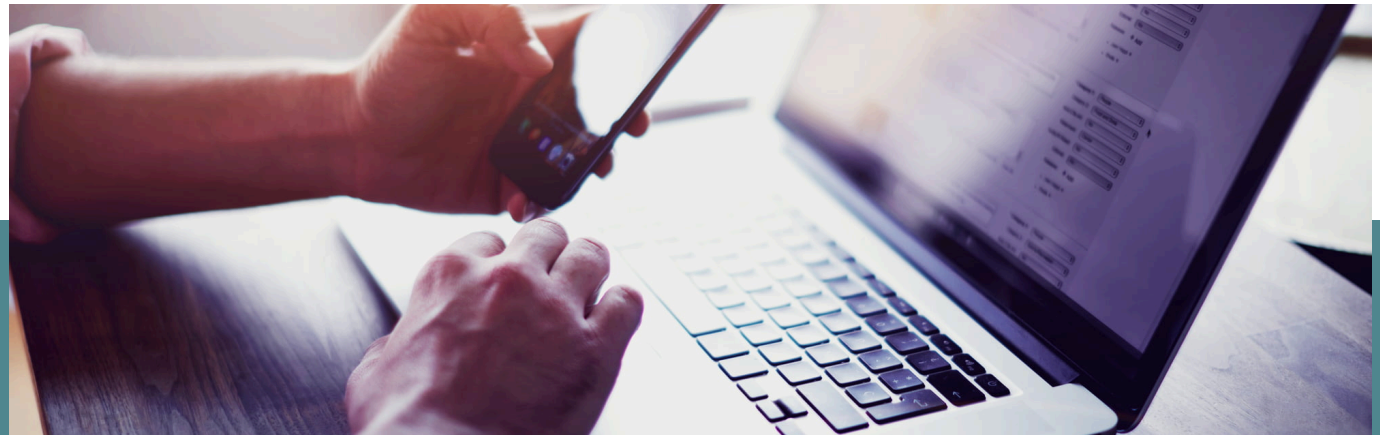
Including; checks of the following processes: Anti-Bribery, Anti-Money Laundering, Modern Slavery & Human Trafficking, Child Labour, Ethical Business Practices, CSR, Tax Evasion, Equality & Diversity, compliance with applicable laws and regulations, due diligence carried out on their own suppliers, Quality Management processes including ISO 9001 compliance.

Information Security

Including; ISO 27001 certification, SOC2 reporting, PCI DSS compliance, Cyber Essentials certification, ensuring their procedure for reporting breaches is in line with our Supplier Operating Principles, informing of any information security incidents or data breaches over the last 12 months, criminal background check procedure, information security and data protection training, cyber security insurance confirmation, frequency of penetration tests.

Data Protection

Including; identifying the data protection regulations applicable to the supplier location and confirmation of compliance including registration with a data protection regulatory body, evidence of a data protection policy and Privacy Notice, confirming categories of personal data (including sensitive personal data) that will be stored or processed on behalf of Reed & Mackay), identifying countries where data will be hosted and a list of third parties to whom the data will be shared with, process of informing Reed & Mackay of a personal data breach, confirmation of a nominated Data Protection Officer or Data Protection contact and their contact details.



Business Continuity

Including: certification to ISO 22301, confirmation that partner Business Continuity Plans have been reviewed and tested in the last 12 months, overview of Business Continuity procedures, how they would inform Reed & Mackay of a disruption to the service they will be providing, confirmation of their Recovery Time Objective (RTO) and Recovery Point Objective (RPO). Due to Covid-19, our Business Continuity due diligence questionnaire was updated in 2020 for the additional purpose of checking the key elements of the partners Pandemic Response Plan.

Health & Safety & Physical Access

Including: certification to ISO 45001, reporting health & safety convictions in the last 5 years, confirmation of criminal background checks carried out on their employees accessing the premises, confirmation that health & safety inductions are carried out if necessary, confirmation that health & safety risk assessments are carried out, evidence of food and/or alcohol licenses. In 2020, our health & safety due diligence questionnaire was updated for the purpose of checking measures taken to protect against the spread of Covid-19.

Supplier Reviews

We perform reviews with suppliers at varying frequencies, depending on the criticality of the supplier to the business. Owners of supplier relationships must complete Reed & Mackay's Supplier Review Form in accordance with our Supplier Review Procedures.

The supplier is given an overall rating at the end of the review. Identified improvement areas are addressed in a timely manner.

We have maintained communication with critical suppliers to ensure they undertake precautionary measures and actively review and update their Business Continuity Plans in response to the ongoing threat of the Covid-19 pandemic.



OUR SPHERE OF INFLUENCE IN THE TRAVEL SECTOR

As a \$1 billion business in the corporate travel arena, we meet the needs and requests of our clients, by acting as a broker and assisting them in their travel management. Almost every aspect of our purchasing capacity, and subsequently its impact on the environment is determined by the purchases and policies of our clients.

Recognising this, we work hard to proactively drive our client choices, and raise awareness of sustainable travel options in order to influence their commitments, providing support through technology, policy and behavioural change advice.

We also work to support wider industry initiatives to create a sustainable working blueprint across all business sectors and to publicise the efforts of our industry suppliers – airlines, airports, hotels, meetings & events venues, road transportation and rail companies.

With a history spanning 60 years and a reputation for service excellence, along with our expertise in the high-profile Law and Finance sectors and absolute integrity – we are considered as one of the most important opinion setters in the UK travel fraternity.



Richard Boardman, Executive Director

The leading industry body in the UK is the Business Travel Association (BTA) and Richard Boardman (founding family member and current Executive Director of Reed & Mackay) is the longest serving member of the associations governing board.



Fred Stratford, CEO

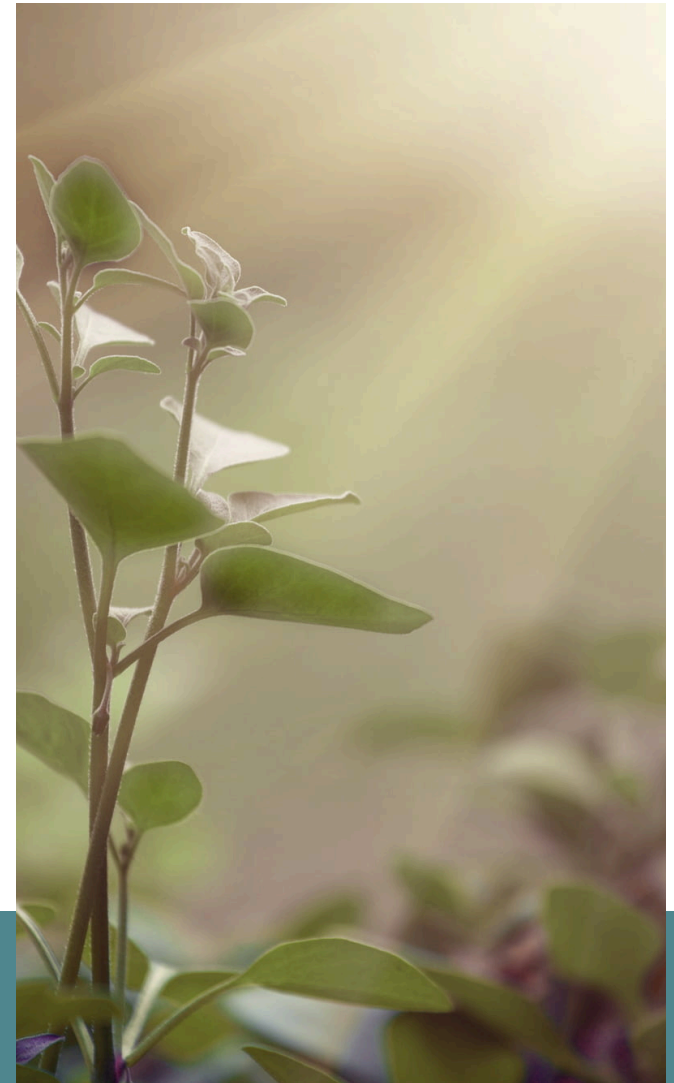
As well as accepting regular invitations to speak at leading industry events, our CEO – Fred Stratford - sits on the advisory board of the International Air Traffic Association (IATA) which places us at the forefront of global discussions on all manner of travel industry topics.

CLIENT EXPECTATIONS

In recent history, partly caused by the Covid-19 pandemic, there has been a groundswell of interest in sustainability from clients. With an increased awareness of the impact of corporate travel and a recognition that business can continue with a reduced reliance on corporate travel, many of our leading clients have already signalled an intention to reduce their carbon footprint to a greater or lesser extent.

Many have set [Science Based Targets](#) which commit to a 30% or 50% reduction in their CO₂ footprint by 2030 or sooner. Alongside this, many have made commitments to the [UN Global Compact](#), joining thousands of other companies around the globe who want to take responsible business action to create the world we all want. UNGC's mission is to support companies doing business responsibly by aligning their strategies and operations with ten universal principles on human rights, labour, environment, and anti-corruption.

To help our clients meet their commitments we have enhanced the support we can offer them in measuring and reducing their CO₂ footprint and continue to develop innovative solutions that assist them in meeting their targets. Meanwhile they are increasingly expecting us to make similar commitments and / or comply with outside scrutiny as to our own operations.



HOW WE CAN MAKE A REAL DIFFERENCE

Demonstrating how we align our
clear sustainability strategy with the
core overall business strategy.



ALIGNING OUR VALUES TO OUR SUSTAINABILITY COMMITMENTS

In 2021, we re-set our company goals and values following an extensive review of our culture and our service. Having a defined set of goals and values enables us to provide a clear direction for the company so our people feel they can make a real contribution and effectively represent our brand.

We have highlighted our four most important values - each with a representative assessment of how they can be acknowledged. The value assessments dovetail substantially, placing our core values and our people in total alignment with our corporate sustainability commitments and ambitions.



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.

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

“Step into their shoes” - we are proactive in our approach to sustainability, using our intimate knowledge of our clients’ businesses to create specialised solutions.



Care

We treat others as we would want to be treated ourselves, demonstrate compassion and empathy, going out of our way to promote equal opportunity and protect the well-being of our colleagues, clients, communities and the environment.

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

“We look after each other and we care on a big scale” – our sustainability mission is built on solid ground with widespread internal support.



Entrepreneurial

We're not afraid to be different. We don't follow. We're dynamic, creative and we stand out from the crowd. We communicate without criticism and aim to change people's lives for the better.

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

"We own this together – we make change happen" – we don't have to pressurise our people to share our corporate goals, the required commitment and drive already exists.



Fun

We enjoy what we do. We share stories and successes, engage with each other, laugh, and avoid taking ourselves too seriously. We keep smiling even when facing adversity.

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

Our people provided this value – it sums up our attitudes perfectly.

Our mission:

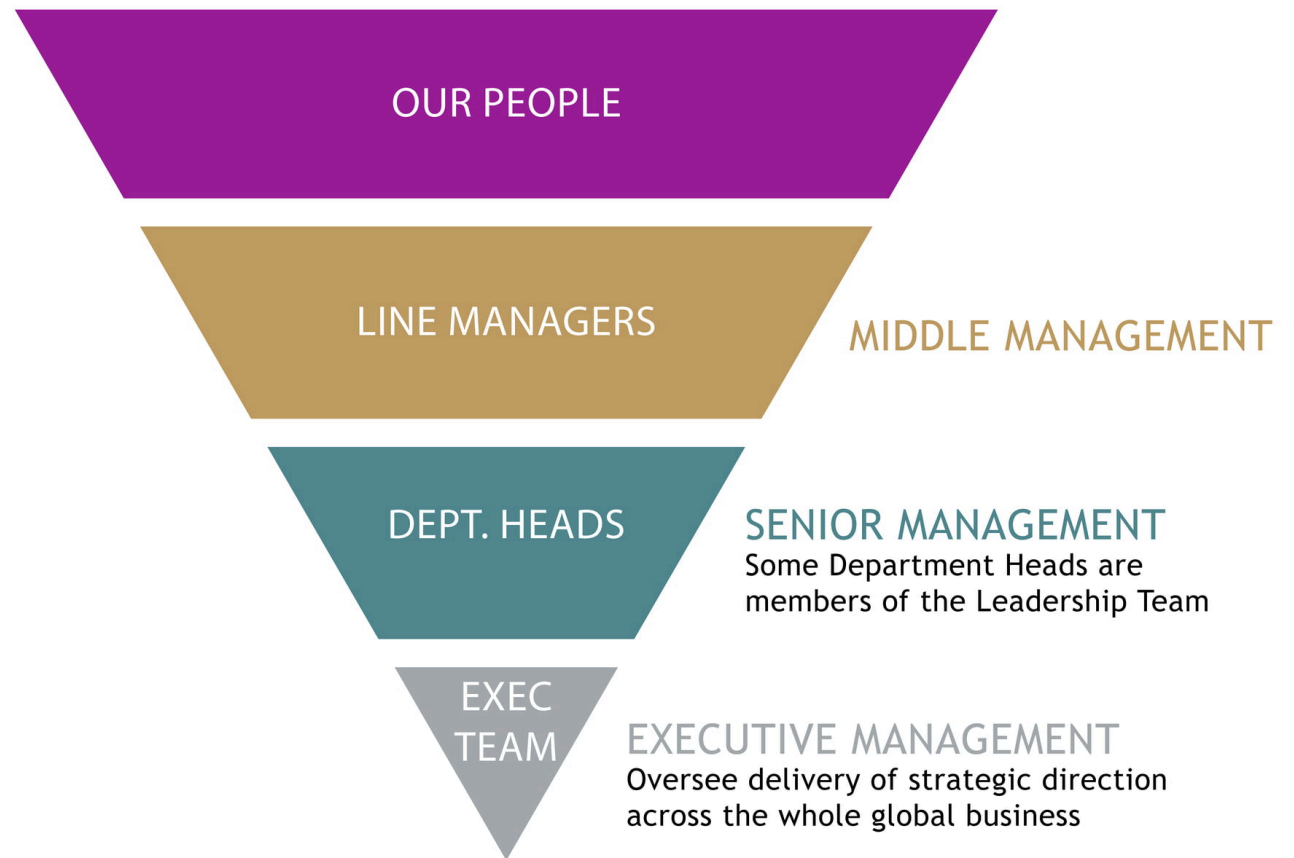
To connect people effortlessly and enable business relationships to flourish sustainably.



OUR PEOPLE DEFINE OUR VALUES AND DRIVE OUR STRATEGY

Traditionally organisations tend to illustrate their structure as a triangle with the Executive Team at the apex. Reed & Mackay's reputation has been built around the quality of its "high-touch" service, and it recognises that employee interaction with clients is paramount to understanding and meeting client expectations.

Our structure can be viewed as an inverted pyramid with employee at the top and information from client interactions filtering down through the management chain to inform the business strategy.





Our People

Our people are responsible for working towards their objectives while adhering to policy, processes and procedures; and for identifying and highlighting risks and improvement opportunities.

Line Managers

Line Managers agree individual objectives with employees which are aligned to departmental objectives. They manage the performance of employees and resources to ensure that the direction and definition of activities provided by Department Heads are followed.

Department Heads

Department Heads, some of whom are members of the Leadership Team, define departmental objectives which are aligned to corporate objectives and therefore the overall business strategy/plan.

Executive Team

The Executive Team are actively involved in the daily operations of the business and collectively define the mission, vision, business strategy/business plan and corporate objectives for the global organisation using various tools and resource, including:

- Feedback from stakeholders
- Business and market intelligence regarding the travel industry and industries that make up Reed & Mackay's market share, both from national and international perspectives
- Technological, political, economic, financial developments
- Current and future resourcing requirements identified by Senior Management
- Outputs from bi-annual Management Review meetings
- The Executive Team reviews progress of the business and related issues arising from business operations during Executive Team meetings

Information and actions to be taken are communicated during one-to-one and team meetings with Senior Management, participation in working groups, business updates, conferences etc.

KEY POLICIES & MANDATORY TRAINING

At Reed & Mackay, our mission and values are driven through a collection of company policies, all of which are held accountable by a member of the Executive Team. All policies set a clear direction for how we expect those working for, and on behalf of our company to behave.

The following key policies address important aspects of sustainability and responsible business practice. They are in the public domain and available on request.

Anti-Bribery & Anti-Corruption Policy

We are committed to conducting business in an honest and ethical manner. We uphold all laws relevant to countering bribery and corruption. We take a zero-tolerance approach to bribery and corruption and we are committed to operating professionally, fairly and with integrity in all our business dealings and relationships. Our people are encouraged to raise concerns about any issue or suspicion of malpractice at the earliest possible stage. Queries are raised with Reed & Mackay's Global Finance Director, who is accountable for our Anti-Bribery & Anti-Corruption Policy.

Accountable: Global Finance Director

Training: All employees must complete Anti-Bribery & Anti-Corruption training when they join the business.

Anti-Money Laundering Policy

We are committed to undertaking due care and diligence to ensure that we conduct our business only with reputable clients and suppliers involved in lawful activities undertaken in good faith, and to create an effective Anti-Money Laundering (AML) programme. We adhere to all current money laundering and terrorist financing prevention laws. All employees are required to record and promptly report all suspicious activities to the Global Finance Director, who is also the appointed Money Laundering Reporting Officer (MRLO).

Accountable: Global Finance Director

Training: Employees from selected departments must complete Anti-Money Laundering training when they join the business.



Modern Slavery & Human Trafficking Policy

We are committed to undertake due care and diligence to ensure that we conduct our business in accordance with our obligations under the Modern Slavery legislation in the territories in which we operate in.

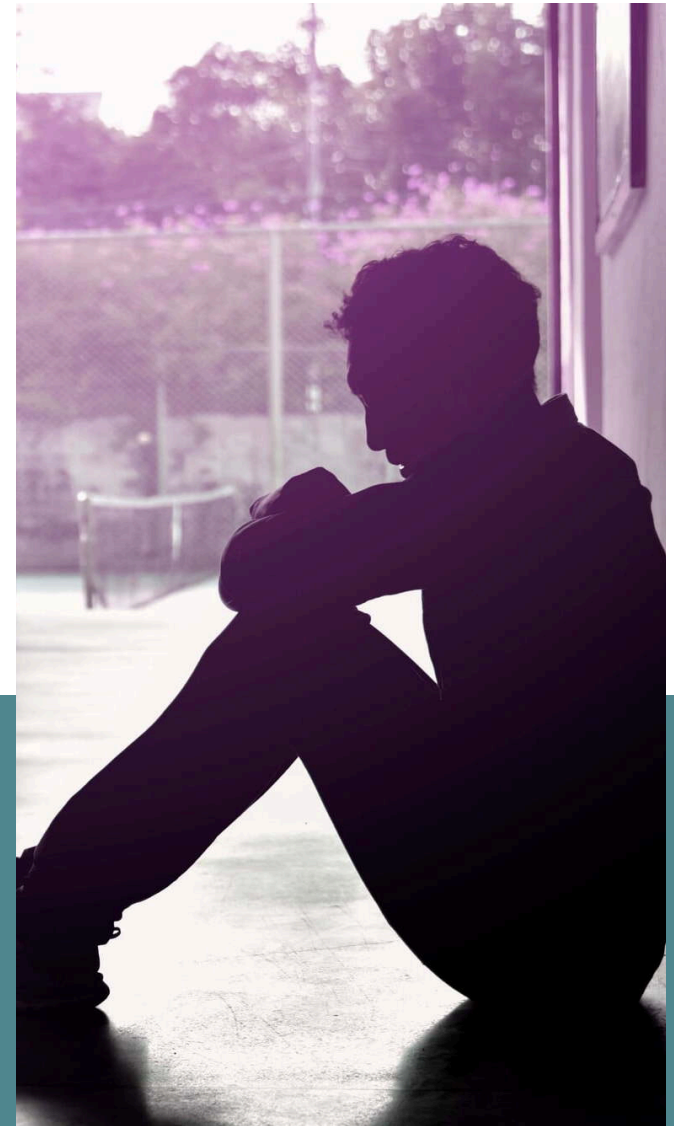
We recognise that in addition to a legal obligation by virtue of our operations in territories where Modern Slavery legislation applies, we also have an ethical responsibility to support the aims of the legislation and endeavour to ensure we minimise Modern Slavery risks throughout our global business and supply chains.

All employees are required to record and promptly report all suspicious activities to the Governance, Risk Management & Compliance Team.

In accordance with legislation Reed & Mackay prepares a Modern Slavery statement for each financial year describing the steps we have taken to ensure that slavery and human trafficking is not taking place in its business and supply chain. The statement is approved by the Executive Team and published as required, including on our [website](#).

Accountable: Group CEO

Training: All employees must complete Modern Slavery & Human Trafficking training when they join the business.



Equality & Diversity Policy

We have a zero tolerance to discrimination and is committed to confront and eliminate discrimination whether by reason of race, colour, nationality, religion or belief, sex, sexual orientation, marital status, age, ethnic and national origin, education, experience, socio-economic status, disability or gender reassignment.

We recognise that a talented and diverse workforce is a key competitive advantage and as a result, we are committed to encouraging diversity in our workforce. We are an equal opportunities employer whose aims are to ensure that:

- employees are able to achieve their full potential
- all employment decisions are taken without reference to irrelevant or discriminatory criteria
- our supply chain, partners and all parties involved with Reed & Mackay adhere to the principles of equality, value diversity and ensure fairness

Accordingly, we afford equal employment opportunity to qualified employees and applicants regardless of their race, colour, religion, sex, national origin, sexual orientation religion, age, or physical or mental disabilities in conformity with all applicable federal, state, commonwealth and local laws and regulations.

Accountable: Global HR Director

Training: All employees receive a comprehensive induction from the HR Team upon joining the business where our Equality & Diversity Policy is discussed. Reed & Mackay's Employee Handbook outlines expectations on employees with regard to Equality & Diversity.



Corporate Social Responsibility Policy

We recognise the importance of Corporate Social Responsibility and embedding this within the company culture and integrating in all business decisions.

Being a responsible company isn't just about having a policy or saying the right thing. It's about the way we think, the way we behave and running our business sustainably, with a sense of purpose and consciousness about the world we inhabit.

We are committed to promoting best practice within business and to developing our employees through activities and initiatives which enable us to minimise the impact and maximise the benefits our work has on the environment and people around us.

The Company will comply with, and aim to exceed, all relevant regulations, legislation and other relevant requirements. All employees are responsible for complying with this policy and associated standards.

Accountable: Global HR Director

Training: All employees receive a comprehensive induction from the HR and GRC Teams, where environmental and CSR principles are discussed. Our Employee Handbook outlines expectations on employees with regard to Corporate Social Responsibility.



Environmental Policy

Our Executive Team recognise that being an environmentally responsible business is fundamental to the brand promise of “Extraordinary Travel Management”. Our Brand Pillars of “Extraordinary Service”, “Sharper Efficiency”, “Deeper Understanding” and “Inspired Intelligence” are integral to our commitment to the protection of the environment, the prevention of pollution, sustainable consumption, the continual improvement of our environmental performance and the fulfilment of our compliance obligations.

Annual “transformational” environmental objectives are documented by the Governance, Risk Management & Compliance Team and are formally reviewed and updated on an annual basis. We comply with all relevant environmental regulations, legislation and other relevant requirements.

Accountable: Group CTO

Training: All employees receive a comprehensive induction from the GRC Team, where our environmental practices are discussed. Green awareness programmes take place at least annually.

Health & Safety Policy

Our Executive Team recognise the significance of Health & Safety and is committed to providing and maintaining a safe and healthy working environment to all employees and visitors. Our Global HR Director has overall responsibility for Health & Safety and has assigned day-to-day management of Health & Safety to the Office Manager.

The Office Manager is responsible for conducting regular workplace inspections and risk assessments (including workstation assessments) and taking appropriate actions as a result. Appropriate Health & Safety documentation and records (e.g.: accident logs, hazardous substance data sheets, and training certificates for fire wardens and first aiders) are maintained appropriately in accordance with applicable laws and regulations.

Planned evacuations occur at all office locations at least annually and areas for improvement are logged and addressed by the Office Manager. Emergency exits and evacuation signage is clearly displayed.

Health & Safety due diligence is carried out on suppliers who provide a service physically at Reed & Mackay's site, or a site where they have responsibility for Health & Safety.

The policy was adapted significantly as a result of the COVID-19 pandemic with the effects emanating from the global and national lockdowns and the subsequent return to working in a safe office environment. The review particularly considered health, safety and wellbeing for employees required to conduct work from a home environment.

Accountable: Global HR Director

Training: All employees receive a comprehensive Health & Safety induction upon joining the business. Display Screen Equipment (DSE) assessments are available to all employees.



THE IMPORTANCE OF OUR PEOPLE AND THEIR WELLBEING

We welcome, grow and celebrate the extraordinary; it is our mission to emanate our values across the globe encompassing a variety of perspectives and a commitment to our people that everyone matters. We seek to be inclusive and diverse creating a working environment where everyone is appreciated and encouraged to thrive.

We have four main pillars to the foundation of our approach in this area.



Pillar 1: Human Rights

Our workforce is made up of individuals with their own unique identities. They represent a variety of ages, ethnicities, abilities, faiths and beliefs, sexual orientations, gender identities, parental and caring responsibilities, socioeconomic and educational backgrounds. It is important that we promote an open, respectful, and transparent culture, where difference is encouraged, and everyone can be appreciated for who they are.

Pillar 3: Wellbeing

We want our employees to thrive and enjoy a positive working environment where both physical and mental wellbeing is always high on the agenda. Knowledge is key and we empower our employees to know and understand how important it is to look after your body and mind. As a business we have built a culture designed to protect and nurture our employees. In order to create organisational and individual resilience we intervene early and support through every step of recovery.

Pillar 2: Talent Development

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. Ensuring that everyone can make an impact and understand why their work fits into the bigger picture.

Pillar 4: Employee Engagement

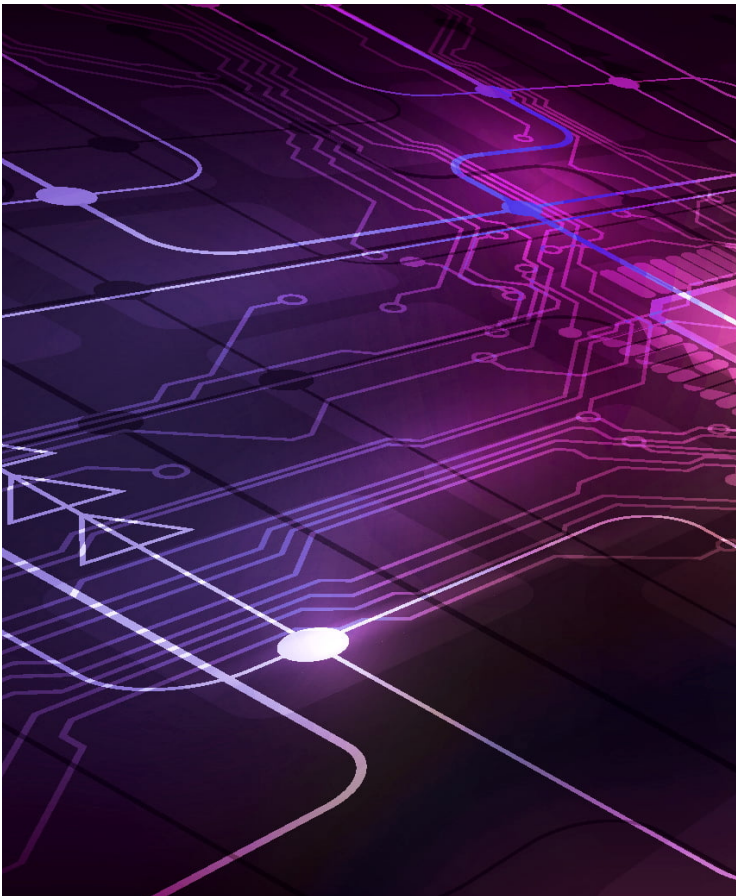
Our employees' commitment, both mentally and emotionally, to the organisation is something that is never taken for granted - in order to succeed, we all work towards one organisational goal. It is through high engagement that drives Reed & Mackay and its employees to be exceptional, in turn providing the best service to our clients. Our culture is at the heart of our business allowing everyone to play an important and invested role in its success.

GOVERNANCE STRUCTURES & PROCESSES

Demonstrating how we elevate our sustainability commitments by managing and seeking certification in the same manner as other important business areas.



GOVERNANCE STRUCTURES & PROCESSES



Governance, Risk Management & Compliance Team

Our GRC Team oversees activities that relate to formulating policies, aligning processes and business practices in line with the objectives, directions and intentions defined by our Executive Team. The aim of this is to ensure that Reed & Mackay conducts business in an effective and efficient manner and in accordance with our compliance obligations, whilst considering the risks to the business and identifying appropriate continual improvement initiatives.

GRC's activities are geared towards maintaining good corporate governance and compliance with standards and regulations, including:

- ISO Management Systems
- Payment Card Industry Data Security Standard (PCI DSS)
- General Data Protection Regulation (GDPR) / data protection
- EcoVadis – Business Sustainability Ratings

The GRC Team consists of subject matter experts in Quality, Business Continuity, Environment and Information Security based at our Head Office.

Executive Level Sponsorship, Leadership & Accountability

The Group CTO is accountable for Reed & Mackay's Integrated Management System (Environment, Quality, Information Security and Business Continuity) and reports the status of the IMS in monthly Executive Reports. This includes the status of our CO₂ emissions.

In 2021, we appointed our International Development Director to the new role of Head of Sustainability to oversee our Environmental & Sustainability ROAR Working Group, which now meets on a quarterly basis.

We also recruited a Sustainability Manager (reporting to the Head of Sustainability) to help grow and shape our business and the manner in which we approach sustainability.

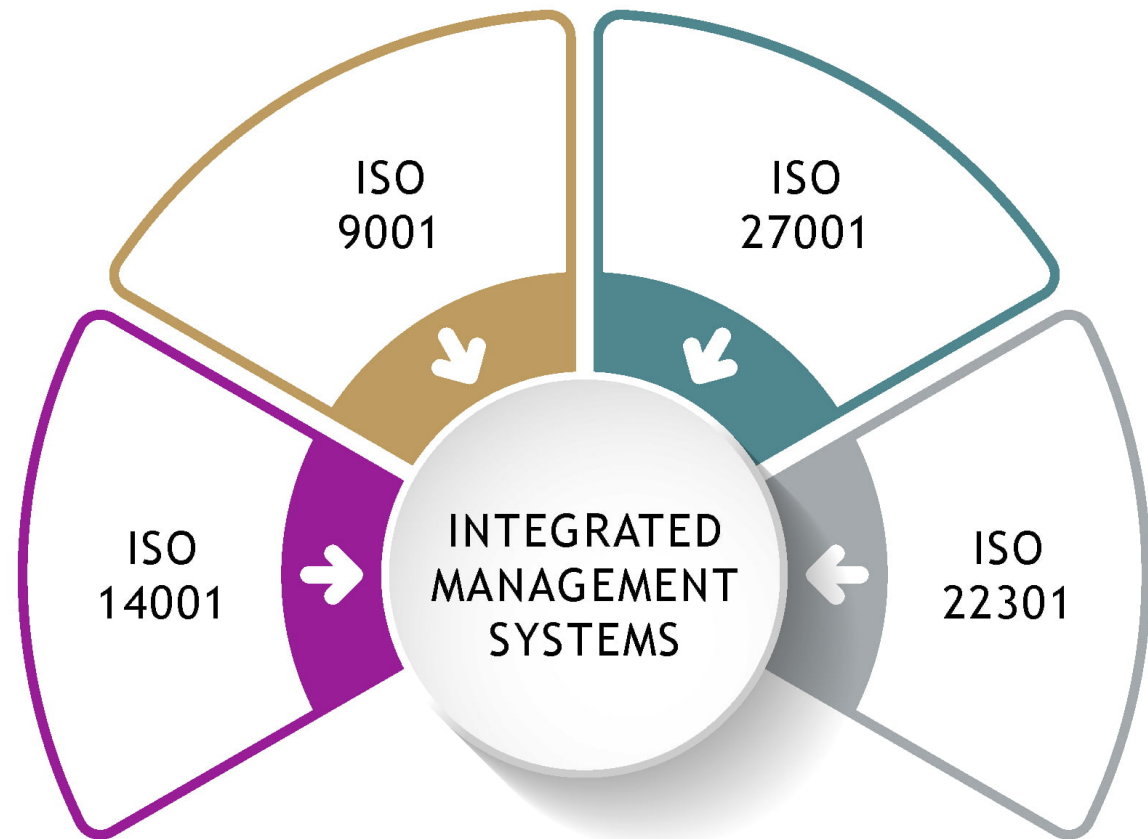
Reed & Mackay's Integrated Management System

Our Integrated Management System is comprised of four individual Management Systems (Quality, Information Security, Business Continuity and Environment), all of which we have achieved ISO certifications for. Our ISO certifications include:

- **ISO 9001 – Quality Management System** - encouraging a quality culture across all areas of the business. Delivering exceptional service levels and continually improving
- **ISO 27001 – Information Security Management System** - to maintain the highest standard of confidentiality, integrity and availability of internal, customer and supplier information
- **ISO 22301 – Business Continuity Management System** - to manage the risk of serious financial loss, loss of client confidence or other serious business impact, which may result from a significant failure e.g. power failure, IT system failure, etc.
- **ISO 14001 – Environmental Management System** - to reduce the environmental impact of our significant environmental aspects and to comply with applicable legislation

All management systems are audited on an annual basis by a UKAS accredited auditing body. The most recent re-certification audit against all ISO certifications took place in summer 2021.

As an adjunct to the management system, there are other compliance obligations which are managed to ensure support of the highest calibre for the ISO elements – these include PCI DSS, GDPR and the business sustainability rating from EcoVadis.



Resilience, Opportunity & Risk Committees

In 2021, we implemented cross-functional Resilience, Opportunity and Risk (ROAR) groups. Members of the ROAR groups meet on a quarterly basis with the aim of enhancing organisational resilience and engaging assistance with the management of risks and opportunities.

There are four ROAR groups:



Group members are responsible for acting as champions for the subject matter within their teams and across the business. All ROAR groups include members of Reed & Mackay's Executive Team and address the following objectives:

- Improve awareness and engagement in key compliance disciplines
- Foster a common business-wide understanding of resilience, risks and opportunities
- Assist with enhancing resilience, and identifying, reviewing, assessing and prioritising risks and opportunities
- Discuss selected risks or opportunities in detail
- Enlist support in driving activities forward
- Understand the responsibilities of attendees
- Actively contribute to meetings
- Ensure follow up actions are completed
- Champion the discipline within teams / across the business

Outputs from the ROAR meetings can include updates to existing risks and opportunities, creation of new risks or opportunities or actions for ROAR Group members. Actions are captured and tracked by the GRC Team in Reed & Mackay's Corrective & Preventive Log. The overall status of ROAR meetings is reported through GRC & Information Security Executive Team reporting and through Management Review.



Environmental Reporting & Assessments

We are legally required to report UK energy consumption in our annual financial report under the [Streamlined Energy & Carbon Reporting Framework \(SECR\)](#). Energy consumption statistics were submitted as part of our 2020-21 financial reporting.

We are also legally required to undergo an [Energy Savings Opportunity Scheme \(ESOS\)](#) assessment every four years. Compliance must be reported to the Environment Agency. In the most recent report from the August 2019 assessment, our Energy Assessor reported that our existing equipment is “relatively new and well controlled” and our energy efficiency in general is “very good”. Identified opportunities for improvement were logged on Reed & Mackay’s Continual Improvement Log for follow up and closure.



Managing Environmental Compliance Obligations

We assemble applicable environmental legislation in a Legislation Log and formally review changes to legislation on an annual basis. Current and future legislation is monitored using information from various sources e.g. the internet (Government sites, business travel press), external seminars, etc. The log is split into three levels of importance:

- Priority of importance for Reed & Mackay – Compliance is actively monitored at least annually
- Awareness of the legislation and its relevance to Reed & Mackay. Monitored annually or if the business needs change
- Awareness of the legislation which is deemed to sit on the peripherals of the Reed & Mackay service offering – relevance is reviewed on an ad-hoc basis

Our Office Manager is responsible for obtaining compliance records from Building Management Companies and relevant contractors. Records are checked against the legislation log to ensure they meet the requirements of relevant legislation.

OUR CLEAR GOALS & TARGETS

Our sustainability and responsible
business commitments.

UN GLOBAL COMPACT – ADDRESSING THE 10 CORE PRINCIPLES

As a participant of the United Nations Global Compact and the [UN Global Compact Network UK](#), we are proud to be working with other organisations that share our commitment to accelerating sustainability efforts and scaling up impact. We are dedicated to aligning strategies and operations with universal principles on human rights, labour, environment, and anti-corruption, and to take actions that advance societal goals.



By incorporating the Ten Principles of the UN Global Compact into our strategies, policies and procedures, and establishing a culture of integrity, we are not only upholding our basic responsibilities to people and planet, but also setting the stage for long-term success.

Learn how you can join us on this journey by clicking [here](#).

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 both Human Rights and Modern Slavery for which all employees must pass e-learning modules.



Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

Principle 3 is honoured 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 labour

Principle 5: The effective abolition of child labour

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

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



Environment

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

We exceed “precautionary approach” with a commitment to make environmental awareness, action and certification a core aspect of our business strategy.

Principle 8: Undertake initiatives to promote greater environmental responsibility

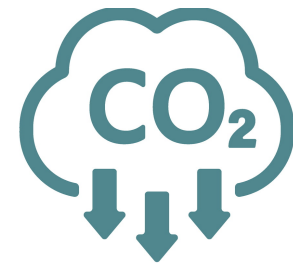
In line with our UN Global Compact commitments, we are very conscious of our responsibilities in this area and are continually enhancing our programme of initiatives in order to meet our goals.

To match our own certifications and internal goals, we encourage and work with clients to manage their own responsibilities. This is achieved through a wide-ranging series of actions including our own advice, services and products as well as introductions to third party support programs. We offer:

- 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 led supplier negotiations to create environmentally friendly travel programmes including advice on Hotels, Electric Cars etc.
- Training seminars and internal marketing to raise awareness of company responsibilities in the travel arena

To support client initiatives, we deliver messaging at point of sale to remind travellers of the opportunities available to reduce their carbon footprint.

- Online booking message boxes to advise of optional ground transportation on applicable routes
- Side by side Air/Eurostar search results for Paris/Brussels routes
- Our online booking tool, R&M/Book enables clients to make informed purchasing decisions through visibility of the carbon emission difference, between a domestic flight and a rail journey to the same destination
- Eco-friendly hotels are identified on all hotel search results



Reed & Mackay have set a target to reduce our CO₂e / FTE by 50% by 2035

50% REDUCTION BY 2035
(as measured against a 2019 baseline)

We have a partnership with [ClimateCare](#), who enable clients to turn climate responsibilities into positive outcomes, by offering high quality carbon credits from a global portfolio of carbon offsetting and removal projects. In combination with their carbon footprinting services this can also enable clients to achieve carbon neutral status for their operations or products.

In September 2021, a global partnership between Reed & Mackay and Neste - the world's leading sustainable aviation fuel (SAF) producer - was announced, making [Neste MY Sustainable Aviation Fuel™](#) purchase available to all of our clients.



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

Neste's Sustainable Aviation Fuel which is produced from waste oils provides the opportunity to reduce the emissions of air travel. Over its life-cycle, Neste MY SAF™ can deliver a reduction of up to 80% in carbon footprint compared to fossil jet fuel.

SAF delivers a direct impact benefit through immediate, measurable, in-sector emission reductions. These reductions, which such a partnership gives our clients access to, are able to be counted towards corporate sustainability efforts. The Science-Based Targets initiative (SBTi) guidance for the aviation sector recognises SAF as a solution for corporate customers to meet emissions targets for business travel, through a direct purchase of SAF from a fuel producer as well as indirectly through an airline.

We also deliver innovation in our proprietary technology offerings as described previously.

Anti-Corruption

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

To meet our commitment, we have a published formal policy and we carry out an annual Anti-Bribery and Anti-Corruption Risk assessment. All employees must pass e-learning modules.

NESTE

ECOVADIS

EcoVadis provides a sustainability ratings service for companies. The EcoVadis Business Sustainability Rating covers a broad range of non-financial management systems including Environmental, Labour & Human Rights, Ethics and Sustainable Procurement impacts.

The EcoVadis methodology is extremely flexible, it can adapt to the supplier profile across industries, geographies and sizes. It not only provides a score, but also the basis to drive an improvement programme aligned with other company commitments.

EcoVadis assessed our material sustainability impacts based on documented evidence, and the overall score reflects the quality of our sustainability management system at that time. The medal criteria are reviewed annually with the criteria from 1st Jan 2020 as follows:

- Platinum - top 1% (overall score between 73 and 100)
- Gold - top 5% (overall score between 66 and 72)
- Silver - top 25% (overall score between 54 and 65)
- Bronze - top 50% (overall score between 45 and 53)

In our first assessment we were awarded a Bronze medal with a score of 53 which puts us in the 68th percentile.

As one of our annual transformational objectives our minimum target for 2022 (current audit and submission in progress) is to move to Silver level, which we were 1 point away from in our previous assessment.



ISO 14001

ISO 14001 is the international standard for environmental management systems (EMS). It helps Reed & Mackay improve our environmental performance through more efficient use of resources and reduction of waste.

Reed & Mackay has held this certification since 2009 and is certified by Alcumus ISOQAR.

Reed & Mackay's Environmental Management System was externally audited in July 2021. The audit confirmed that our management system is robust, and we achieved our re-certification to ISO 14001:2015.

As another of our annual transformational objectives with an environmental focus, our goal for 2021-22 is to improve CO₂ reporting, and subsequently reduction initiatives, by collecting data for all Reed & Mackay global offices.



OUR PEOPLE AND THEIR WELLBEING

In a [previous section](#) of this report, we talked about the importance of our people and their wellbeing, highlighting our four pillars approach. Against each pillar, we have set objectives for the coming year:

HUMAN RIGHTS

Our workforce is made up of individuals with their own unique identities. They represent a variety of ages, ethnicities, abilities, faiths and beliefs, sexual orientations, gender identities, parental and caring responsibilities, socioeconomic and educational backgrounds. It is important that we promote an open, respectful and transparent culture, where difference is encouraged, and everyone can be appreciated for who they are.



Objective 1: To discover and engage ethnic minority professionals

- Extend our commitment to interviewing diverse candidates by reviewing and promoting our recruitment process internally. Ensure that every opportunity is used to recruit talented individuals from all ethnic backgrounds
- Locate a specialist recruitment agency who will help us diversify our workforce by sourcing capable candidates from various ethnic backgrounds
- Ensure approved recruitment agencies are taking a more inclusive approach to recommending candidates of underrepresented groups
- Provide Diversity & Inclusion training for those involved in the recruitment and selection process



Objective 2: Create an Inclusive Culture for all employees

- Ensure 100% of our people attend Diversity and Inclusion training over the next 12 months and regularly thereafter
- Establish a Diversity & Inclusion Steering Group to ensure all strategies are carried out effectively. The steering group will be comprised of global senior leaders as well as key leaders in HR, will be gender balanced and include representatives from a variety of backgrounds, reflecting our broader workforce
- Establish a Diversity & Inclusion Advocate Network with a diverse spectrum of individuals from around the globe, bringing together employees to help embrace and deliver change. These Advocates will connect people on a local level to the bigger strategy through online training and small networking groups
- Ensure that every Executive Team member is accountable for diversity within their practices and teams

TALENT DEVELOPMENT

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. Ensuring that everyone can make an impact and understand why their work fits into the bigger picture.



Objective 1: Meaningfully Improve Opportunities

- Incorporate diversity and inclusion into the core of our talent development strategy
- Ensure learning and development opportunities are available and accessible to all, regardless of background, ethnicity or location
- Enrich the development of all employees with continuous learning, with content that is representative of the entire workforce and workplace applicable
- Ensure managers are equipped with the skills and characteristics to lead diverse and multi-cultural teams
- Collect Diversity & Inclusion data on all Talent Development programmes to monitor the characteristics of applicants and participants
- Mentorship programme - support and empower all employees, developing their skills and network to increase leadership succession. Pair high potential employees, especially those in a minority groups; with senior leaders to diversify the talent pipeline



- Adapt the appraisal and off-boarding process to discover whether employees have faced any direct or indirect discrimination during the employee lifecycle and understand the experience of working for us and reasons for leaving. Acknowledge and act upon any detrimental equality, diversity and inclusion issues
- Encourage employees to complete at least 70% of personal data when onboarding to help us understand the demographic of our workforce at all levels
- Promote from within wherever possible, ensuring the development and progression of all employees across the globe

Objective 2: Aspirations and Development of the Next Generation

- Increase the population of the younger generation specifically ages 18-25
 - Partner with colleges/universities to gain access to a diverse audience of potential candidates for the graduate programme. Identify and build future talent by providing graduates with a holistic programme over the first 18 months
 - Utilise the Apprenticeships scheme to attract and develop individuals in the context of our organisation
- Design learning interventions specifically aimed at younger generations, including setting clear objectives, giving regular feedback, providing opportunities for upward communication and guidance on which skills they can develop or are developing on the job. Providing a strong support network, including mentoring or peer support
 - Design learning interventions that enable managers and leaders to understand how best to support young people, especially those in the transition between education and the workplace



WELLBEING



We want our employees to thrive and enjoy a positive working environment where both physical and mental well-being is always high on the agenda. Knowledge is key and we empower our employees to know and understand how important it is to look after your body and mind. As a business we have built a culture designed to protect and nurture our employees. In order to create organisational and individual resilience we intervene early and support through every step of recovery.

Objective 1: To provide exceptional support to all of our people across the globe

- To continue to support all employees with wellbeing initiatives via regular articles and online training resources
- Providing a pathway of support for all employees
- Line Managers to be trained on how best to support their teams when they need it most
- To increase our Mental Health First Aiders to spread the support globally

Objective 2: To create a happy and healthy working environment

- To create enhanced flexibility for our workforce enabling a good work-life balance. Our aim is to liberate employees so they can make more effective use of their time and reduce home-life pressures. All whilst maintaining the extraordinary service levels provided to our clients
- To create a heightened sense of awareness for all and the environment to which they work through methods of mindfulness. To help equip our employees with the ability to manage emotions internally and externally by enhancing emotional intelligence



EMPLOYEE ENGAGEMENT

Our employee's commitment both mentally and emotionally to the organisation is something never taken for granted, in order to succeed we all need to be working towards one organisational goal. It is through high engagement that drives Reed & Mackay and its employees to be exceptional in turn providing the best service to our clients. Our culture is at the heart of our business allowing everyone to play an important and invested role in its success.



Objective 1: To communicate regularly and effectively to all employees across the globe

- To ensure we engage effectively with all employees across the globe using a method suitable for the majority
- To celebrate, recognise and communicate the achievement of all employees globally
- To be transparent with our goals including our highs and our lows

Objective 2: Employee Voice

- To provide a safe environment where employees can share their opinions without repercussion
- To ensure all complaints, suggestions and thoughts on improvement are recorded and actioned if possible



OUR ACTION AGENDA FOR 2022

- Continue enhancement of the sustainability suite in our technology product offering to enable clients to create policy based on CO₂ emissions and make more informed travel decisions based on granular emissions data
- Design and implement a program of carbon literacy education across the business, along with professional training in sustainability for specific disciplines
- Formalise the structure of our employee engagement and initiatives, connecting teams globally and across departments to spur collaboration and innovation
- Strengthen sustainable procurement processes and proactively engage with our suppliers and partners to encourage and support them with their own sustainability goals
- Complete a global carbon footprint of the Reed & Mackay Group across Scopes 1,2 and 3 using the [GHG Protocol Standard](#)
- Further to a full global carbon footprinting exercise, we intend to formalise and document our emission reduction strategy



OUR ANNUAL PERFORMANCE REVIEW

An overview of our performance and
key indicators.

OUR ANNUAL PERFORMANCE REVIEW

As our first sustainability report, this section reviews our performance in some key areas, as well as setting out intentions for improvements going forward.

Our sustainability strategy is a work-in-progress, and we have only recently begun to centralise our Environment, Social and Governance reporting.

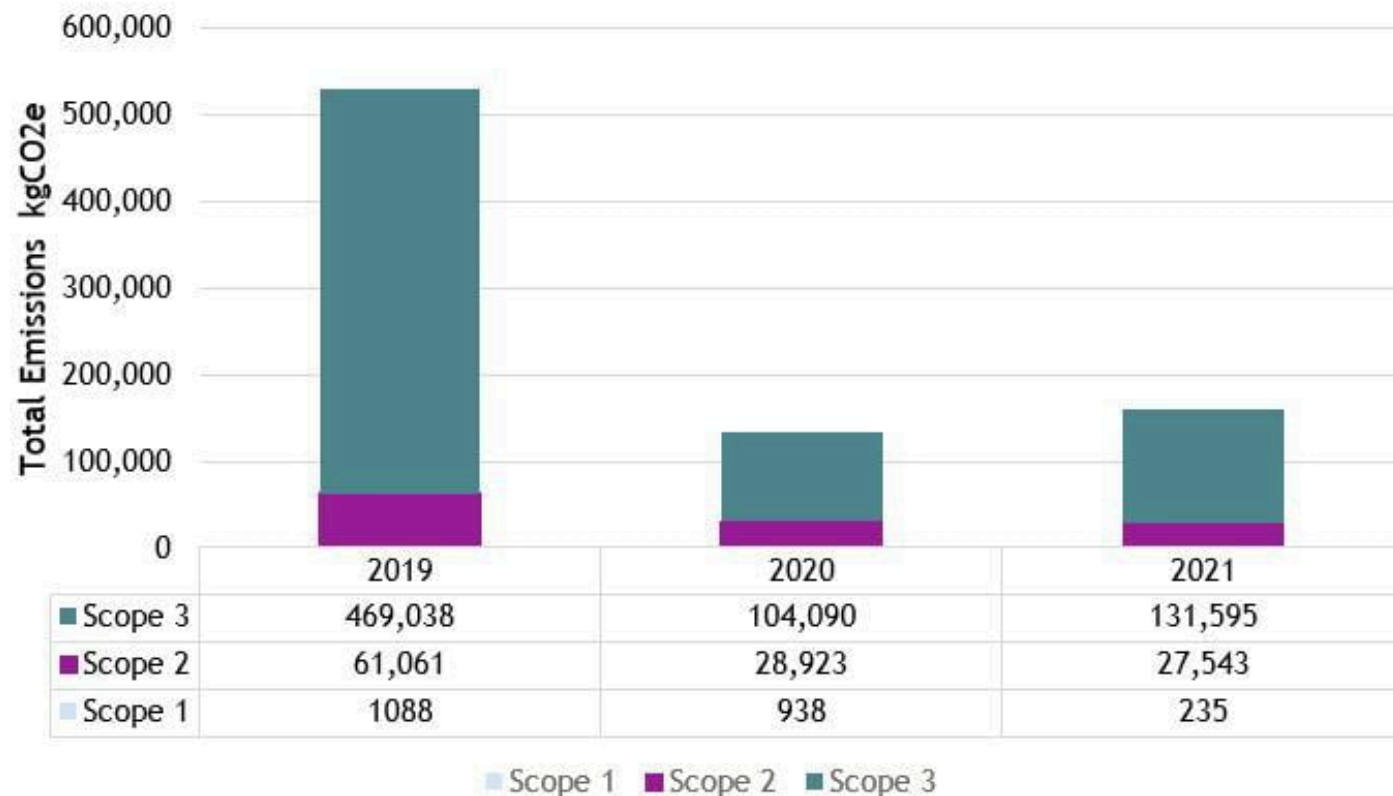
We are proud of our many achievements in these areas and look forward to expanding and enhancing a coordinated program of initiatives on which we can communicate progress over the coming years.

Environment

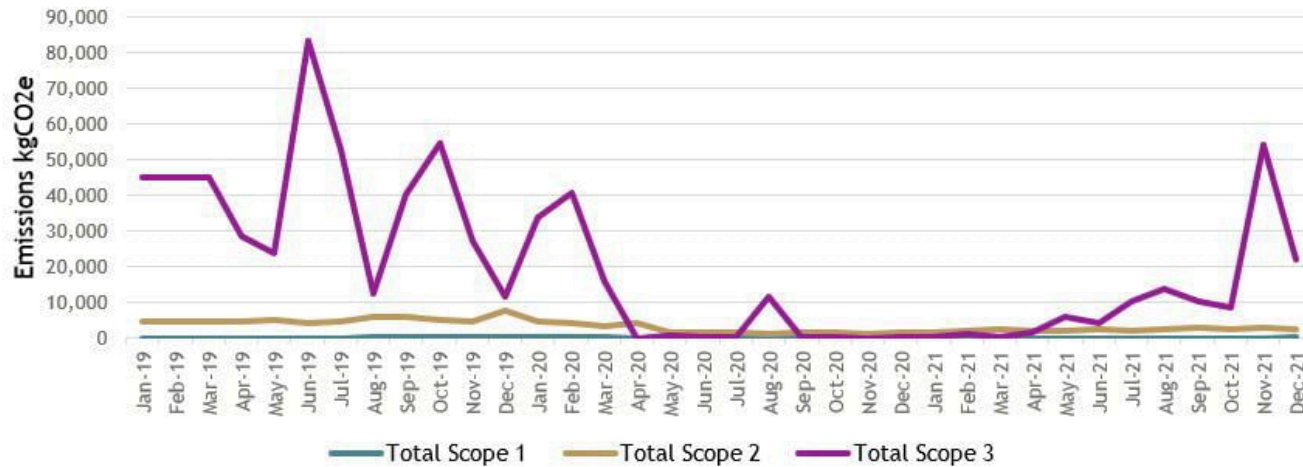
We are using our 2019 carbon data as the baseline for future targets, and for assessing the significance of the impact from the various categories of emissions.

This is because our emissions, especially those that fall within Scope 3 such as business travel, were heavily influenced by the restrictions imposed as a result of the Covid-19 pandemic in 2020 and 2021.

TOTAL SCOPE 1,2 & 3 EMISSIONS BY YEAR



SCOPES 1,2 & 3 EMISSIONS TREND OVER 3 YEARS



SCOPE 1

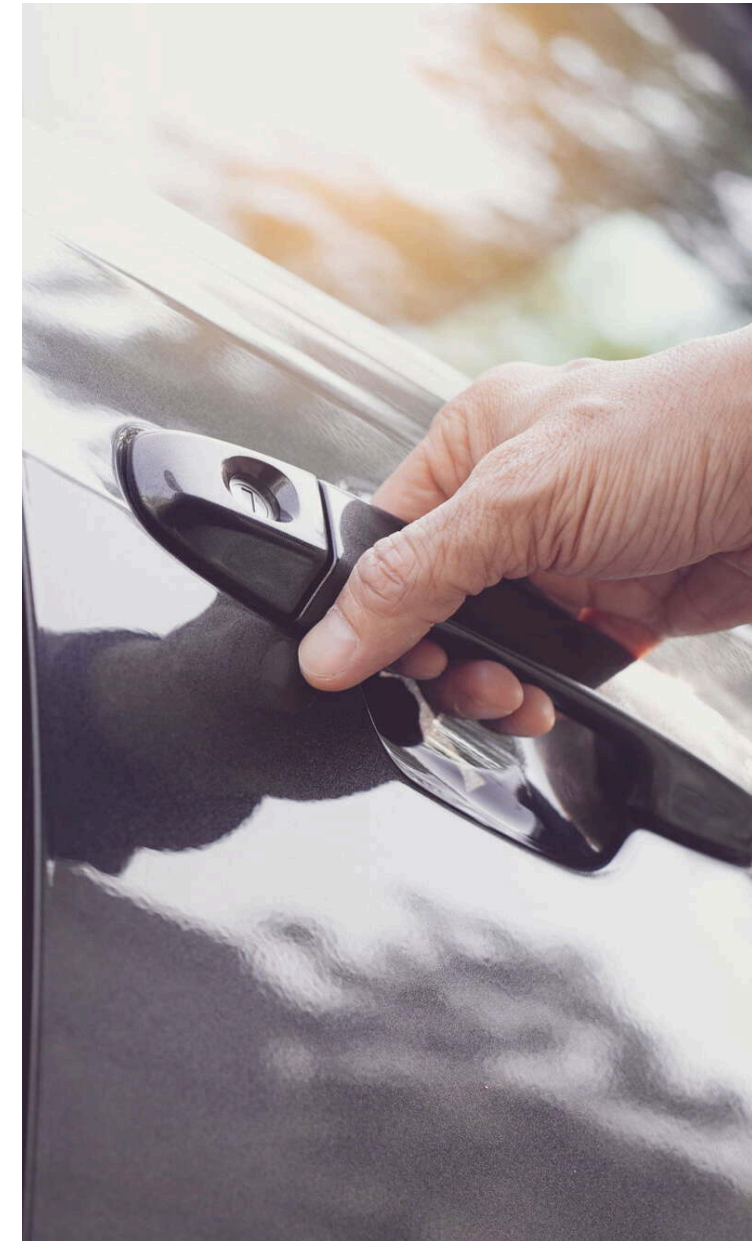
Direct emissions from company owned vehicles and equipment

As an office based professional services company who lease property, our Scope 1 emissions come from a small number of company cars. Where these were previously all petrol/diesel internal combustion engine cars, half have been exchanged for hybrid electric vehicles over the last 2 years.

SCOPE 2

Indirect emissions from purchased electricity

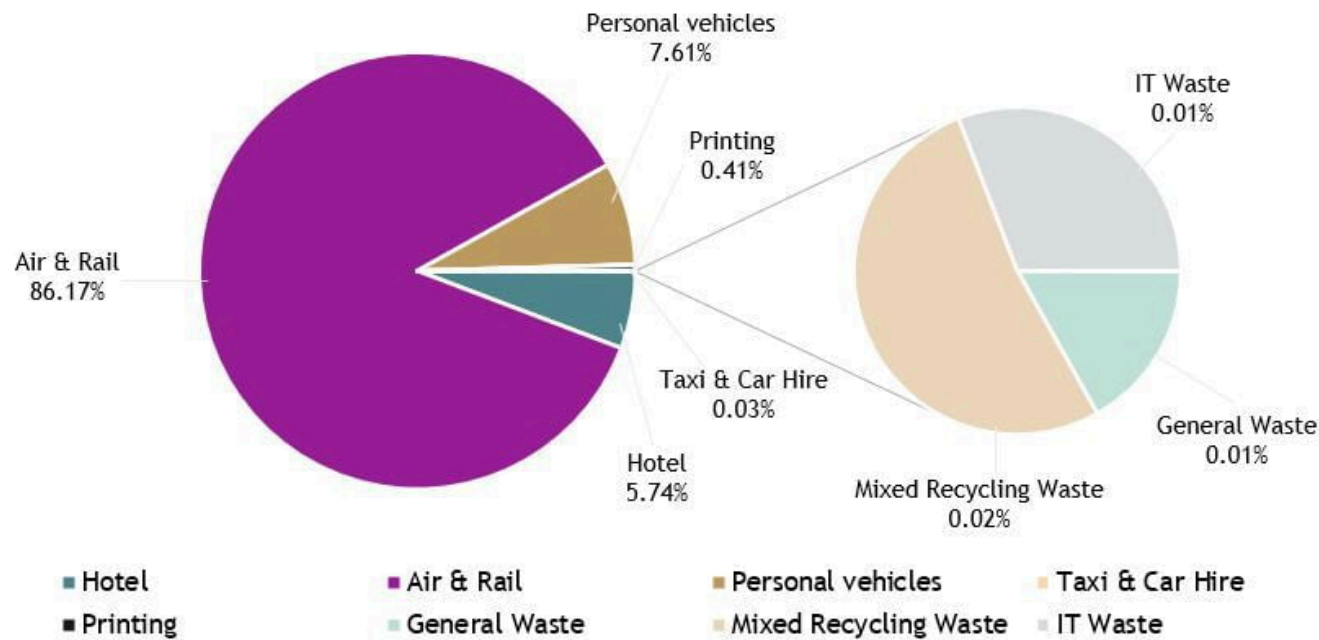
Our scope 2 emissions have decreased due to Covid-19 and our offices being closed. Our head office property management company is a BCorp who supply us with renewable electricity. In the coming year, we will engage with the landlords in all of our global locations, aiming to influence a change to a renewable energy supplier wherever possible.



SCOPE 3

Indirect GHG emissions as a result of business activities, from upstream and downstream sources not owned or controlled by the company

2019 SCOPE 3 EMISSIONS BY % SHARE



OPERATIONS

Our emissions from business operations are dominated by our business travel, which accounted for 86% of our baseline Scope 3 emissions in 2019, before decreasing heavily as a result of the Covid-19 pandemic. Our commitment going forward is that we will not exceed this 2019 base level for absolute emissions from business travel. We will also start to measure the emission factor of our hotel, air and rail travel in kgCO₂e/FTE, and intend to reduce this metric by 50% by 2035.



OUR PEOPLE

We now have a significant number of homeworkers particularly in the UK. The emissions from this category of Scope 3 will be footprinted in the coming year, along with employee commutes. A program of education and engagement initiatives will be designed with appropriate targets and KPIs set out in order to track their impact.

UPSTREAM

Engaging our suppliers and partners

In addition to the environmental commitments we require as a part of our Supplier & Partner Operating Principles, this year we will expand our carbon footprinting to include measurement of carbon emissions from all of our suppliers and partners with significant environmental impacts. This will account for the portion of their Scope 1 & 2 emissions which can be related to our business activities together, and the results will inform our approach to working with them on reduction strategies.



DOWNSTREAM

Influencing our clients

In the last year, as well as implementing a suite of sustainability enhancements for our clients we have formed some important strategic partnerships. We have ambitious plans for further developing our technology, encouraging more clients to green their travel programs and for introducing them to impactful carbon reduction and mitigation solutions. Our goal in providing this range of products and services is to support our clients in pursuit of their own CO₂ reduction targets.

We plan to monitor our progress starting with KPIs to measure our engagement with clients on the topic of sustainability, whether in the form of consultancy or marketing activities. We will also track the volume of CO₂ emissions we have assisted clients in avoiding, reducing or mitigating through our use of our services or partners such as Neste and ClimateCare.





SOCIAL

In 2022, we will look to encourage all of our people to take part in our Day-for-a-Day policy. This allows a day of paid leave each year, on which we can each choose a volunteer project to take part in.

Our charitable giving is also going to be reviewed in all of our global locations this year. We want to ensure that our people are contributing to organisations that they feel connected to and are truly passionate about supporting.

Diversity and inclusion will be a main focus for our HR department in 2022, having recently identified several key objectives which will help us improve in this area. We will ensure that we can report on diversity by tracking minority group statistics and gender balance throughout the business. Targets and KPIs are currently under consideration, but plans have already been made for the delivery of discrimination and harassment awareness training to all of our people.

As a result of targeted leadership development training, we saw the % of women in top executive positions increase by 7% from 2020 to 2021. In our latest UK Gender Pay Gap report 2020-2021, we saw that women earn 85p to the £1, compared to men. Our aim is to bring this to parity although our remuneration model for some roles means that full control of this metric is challenging to manage.

Due both to our strong policies on ethical matters and our extraordinary people in the section '[Key Sustainability Policies & Mandatory Training](#)', we continue to have an exceptional record with relation to Ethical Related Attempts or Incidents and intend to continue this success into 2022 and beyond.

Governance

Our commitment to quality management systems resulted in our continued ISO certifications in 2021 as well as our first Ecovadis award at Bronze level. We will concentrate on making improvements as indicated by these audits.

In 2020 and 2021, we ensured that we completed due diligence on all of our potential suppliers, and 100% of those approved confirmed they would adhere to our Supplier Operating Principles (SOPs). 100% of suppliers have received Corporate Governance & Quality due diligence, which covers: Equal Opportunities, Diversity, Anti-Bribery & Anti-Corruption, Modern Slavery and Child Labour, Ethical Business Practices / Corporate Social Responsibility. 41% of suppliers onboarded in 2021 had significant environmental impacts that required them to go through our environmental due diligence. All were approved having met or exceeded our minimum standards. In 2022, we will review the assessment and feedback from Ecovadis to help inform us on incorporating stronger sustainability requirements into these procurement processes.

In 2021, we added a 9th mandatory module on 'Information Security Awareness' to our comprehensive set of Ethics, Security, Quality and Business Continuity training programs which everyone in the business must complete.



INSPIRING STORIES ALONG OUR JOURNEY

It's not all facts and data, highlights,
events and developments that have
helped drive our success this year



SUSTAINABILITY APPOINTMENTS

To drive our commitment to sustainability, we have invested in two senior appointments in the last 12 months:



Chris Truss - Director of Sustainability

In tandem with his existing role as International Development Director and aligned to his undoubted passion for the subject, Chris assumed executive responsibilities for this area.

Chris combines his two passions, travel and the natural world, to deliver practical insight to leading businesses. Having worked in the travel industry for over 20 years and with a degree in Environmental Chemistry, he helps companies to align their travel programmes with their wider ESG strategy goals.

At Reed & Mackay, Chris is responsible for driving our internal environmental and sustainability strategy as well as leading client engagement in this key area.

During his career Chris has worked with a wide range of multinational clients including; Sony, Proctor & Gamble and Unilever. Whilst in his role at Reed & Mackay, he has helped some of our key legal clients to develop, model and deliver sustainable travel programmes including associated activity, reporting and strategy.

When not at work, Chris can usually be found on top of a hill, swimming in a river or riding his bike.

Myla studied ecology and conservation as a part of her Biological Sciences degree and continued her interest in nature and wildlife as she explored the globe over the following years.

Her passion for travel led to a career in the industry, which includes more than 8 years of corporate travel management experience, in both operations and account management.

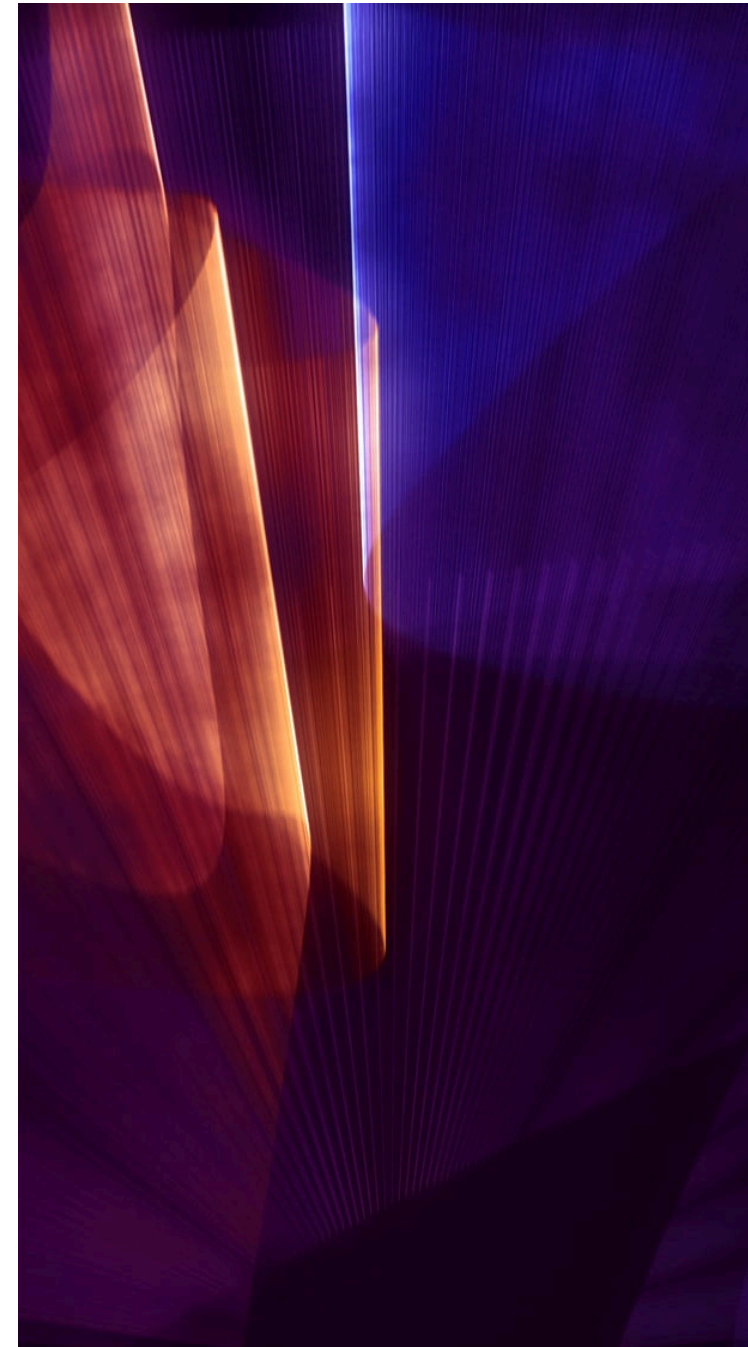
In recent years, the increasing impact of climate change on ecosystems and communities worldwide, inspired Myla to return to post-graduate study at University College Cork (8th in The World University Impact Rankings).

Having graduated with a qualification in Sustainability in Enterprise, she joined Reed & Mackay in November 2021 in the newly created role of Sustainability Manager.

In her free time Myla loves hiking, biking and dancing to funk and soul bands at live gigs.



Myla McPhail - Sustainability Manager



MENTAL HEALTH

FIRST AIDERS

Mental health is of the utmost importance to Reed & Mackay, which is why we trained 6 employees to become Mental Health First Aiders in 2021. Our mental health first aiders are the point of contact for employees if they are experiencing emotional distress or mental health problems.

WORLD MENTAL HEALTH DAY

We recognised that, after the pandemic disruption of the last 24 months and the subsequent uplift in travel volumes in 2021, many additional strains had been placed upon colleagues mental and physical wellbeing.

To raise awareness internally and encourage our people to take personal actions and to look after each other, we published a set of guidelines and information to offer guidance and support in this vital area.



GREEN AWARENESS

CAMPAIGNS

Promoting environmental awareness across the business is an essential element of Reed & Mackay's Environment Management System. Keeping environmental practices in the forefront of people's minds is vital to ensuring we reduce and avoid CO₂ emissions wherever possible.

Over the years, we have taken part in numerous green awareness activities, including charity volunteering days, collaborations with suppliers and competitions to encourage our employees to be greener in their everyday life as well as at work.

Over the last year, we have continued to take proactive action in this area, including - following the change to make Microsoft Teams, our company preferred communication channel, sending out regular, informative and pertinent awareness bulletins.

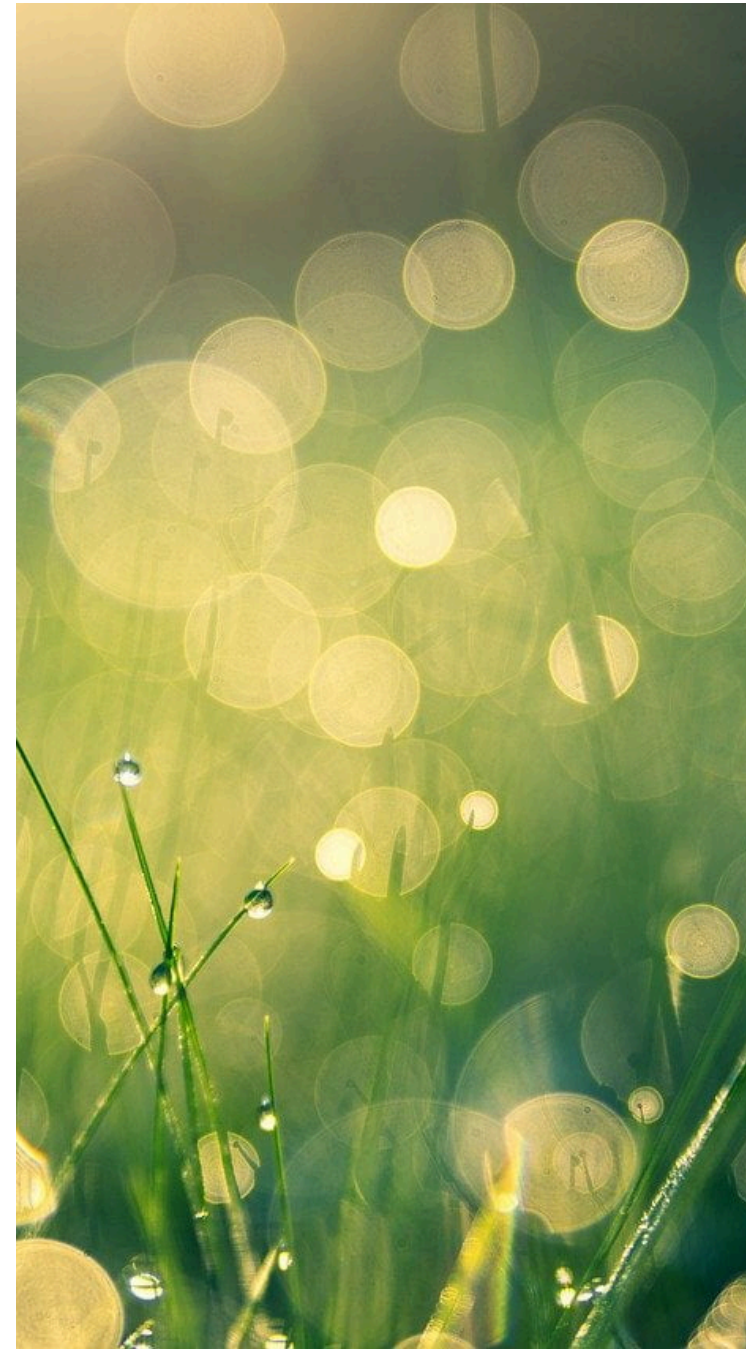
BE GREEN WHILE WORKING FROM HOME

In the last two years, working from home has become a necessity and it might even become the future of work for many businesses.

There's no denying the circumstance that brought about this new way of working was neither wanted nor expected. Nonetheless, working from home does have its benefits – no more commuting!

Not only do we avoid rush-hour, delays and cancellations, research suggests that commuters with a 50-mile round trip could save 379.2 kg of CO₂ emissions just by working remotely one day per week.

However, research also suggests that our overall carbon footprint can increase when we work from home, especially in the colder months, so we put together some advice for reducing environmental impact when working from home. The campaign received positive feedback from our people, who provided some of their own energy saving data and environmental tips when homeworking.



WORLD QUALITY WEEK

We are a proud supporter of World Quality Week, a campaign to recognise the contributions of quality professionals across the globe. Quality is at the core of our business activities and is embodied in our company vision: 'To be the most valued, recommended and entrepreneurial travel, advisory and events business in the world'. In 2021, World Quality Week adopted a very relevant theme - 'Sustainability: Improving our products, people and planet'.

To provide internal information on how we supported World Quality Week, a new and improved Quality Awareness page was introduced to demonstrate:

- How we incorporate sustainability in our products
- The importance of people and their wellbeing to quality and sustainability
- How we play a part in taking care of our planet

CITIZENS OF THE GREAT BARRIER REEF

In addition to our global corporate travel businesses, we own and operate from our Sydney offices an Australian inbound tourism business, Alquemie, who specialise in creating bespoke and experiential luxury holidays.

Understandably the Great Barrier Reef is a popular inclusion in these itineraries, and we work closely with the likes of Lady Elliot Island and Lizard Island including the Research Station established there.

This involvement with the GBR, led Alquemie to being one of the Founding Circle Members of the Citizens of the Great Barrier Reef. Established by Earth Hour Founder Andy Ridley, Citizens of the Great Barrier Reef has a goal to protect and conserve the Great Barrier Reef through simple individual actions such as ditching single-use plastics, to citizen science and world-leading research.

Alquemie also works with The Australian Wildlife Conservancy (AWC). Whilst our commitment is not financial as it is with Citizens of the Great Barrier Reef, the international visitors we are able to selectively introduce to the AWC in turn provide funding to the project they engage with.



HELPING CLIENTS DRIVE THEIR SUSTAINABILITY COMMITMENTS

A sustainable business travel programme doesn't just help to protect the planet, it tells the world what sort of a business you are. As such, clients are now seeking assistance from their suppliers to align their commitments and allow them to achieve sustainability goals.

Business travel is universally acknowledged as being one of the four largest company costs alongside, salaries, infrastructure and raw material purchase. That's why we have an important role to play and why we provide our clients with point-of-sale carbon visibility, 'switch to rail' carbon savings, badging of eco-hotels, dynamic reduction dashboards and access to a comprehensive off-setting programme.

In 2021, we were approached by a longstanding legal client to take their corporate sustainability campaign a step further by spreading personal awareness to the traveller themselves.

Having already reduced their carbon emissions for each employee by 36%, the next phase of their sustainability strategy involved creating greater accountability at an individual level. They needed a powerful visual tool to make travellers aware of their individual impact and provide them with a solution to create positive change.

We recommended using a highly visual, personalised carbon emission dashboard for business travel activity, designed to enable employees to take personal accountability for their environmental footprint, changing behaviour to reduce emissions as well as delivering access to a simple mechanism to offset those that remained.

We knew from experience that simply providing visibility of personal emissions would have limited success. To really drive change, we needed to give a fuller picture. Therefore, we worked to bring critical context, aligning emissions with real activity. For instance, the number of smart phones that could have been powered, or homes that could have been run based on the traveller's individual emission levels.

The reports went live within three months demonstrating both our flexibility and commitment to change - internally and on behalf of our clients. This additional reporting infrastructure is now available for all clients and offers each individual:

- Clear visibility of their environmental impact from travel
- Personal empowerment to easily offset their own travel
- Practical alternatives for carbon emission reduction

"For the first time, our employees are empowered to reduce their carbon footprint thanks to visual dashboards that make data relatable" - Client

INSIDE TRACK

It's not just a corporate report – delivering some “real people's voices” to demonstrate the company wide commitment to success.



REAL PEOPLE'S VOICES

“I believe that private sector engagement is essential for pushing the global sustainability agenda forwards, and I am optimistic that we can rise to the challenge if we all work together. The choices companies make now could be transformational and as a TMC we have the opportunity to influence many of our clients’ biggest source of carbon emissions – their business travel. I am dedicated to working in partnership with them, our employees, suppliers and other stakeholders on continually improving our environmental and social footprints.”

- Myla McPhail – Sustainability Manager



“Living in Australia surrounded by such natural beauty, it has been disheartening to see repeated Government denial on climate change and inaction on sustainability. It’s why I’m so pleased Reed & Mackay are joining other businesses in showing what is possible if you have real commitment”

- David Greenland, MD Australia

“I believe that not only do we need to be passionate about Reed & Mackay and our environmental impact, but we also need to be passionate about our responsibilities to our clients and suppliers in helping them make the right choices.

It’s our job to ensure we deliver the right information throughout the Reed & Mackay experience, working together in partnership to help clients achieve their sustainability goals.”

- Julie Oliver, COO



“Understanding the supplier landscape when it comes to environmental and sustainability priorities is complex. Every trade supplier has a different approach, different focuses and often multiple mechanisms for measuring success, etc.

Engaging closely with our supplier partners and their relevant CSR stakeholders, ensures we are up to date on the latest environmental policies, initiatives, goals and strategies (or at least that we can get to this information quickly when required).”

- Angelina Bunting, Commercial Director

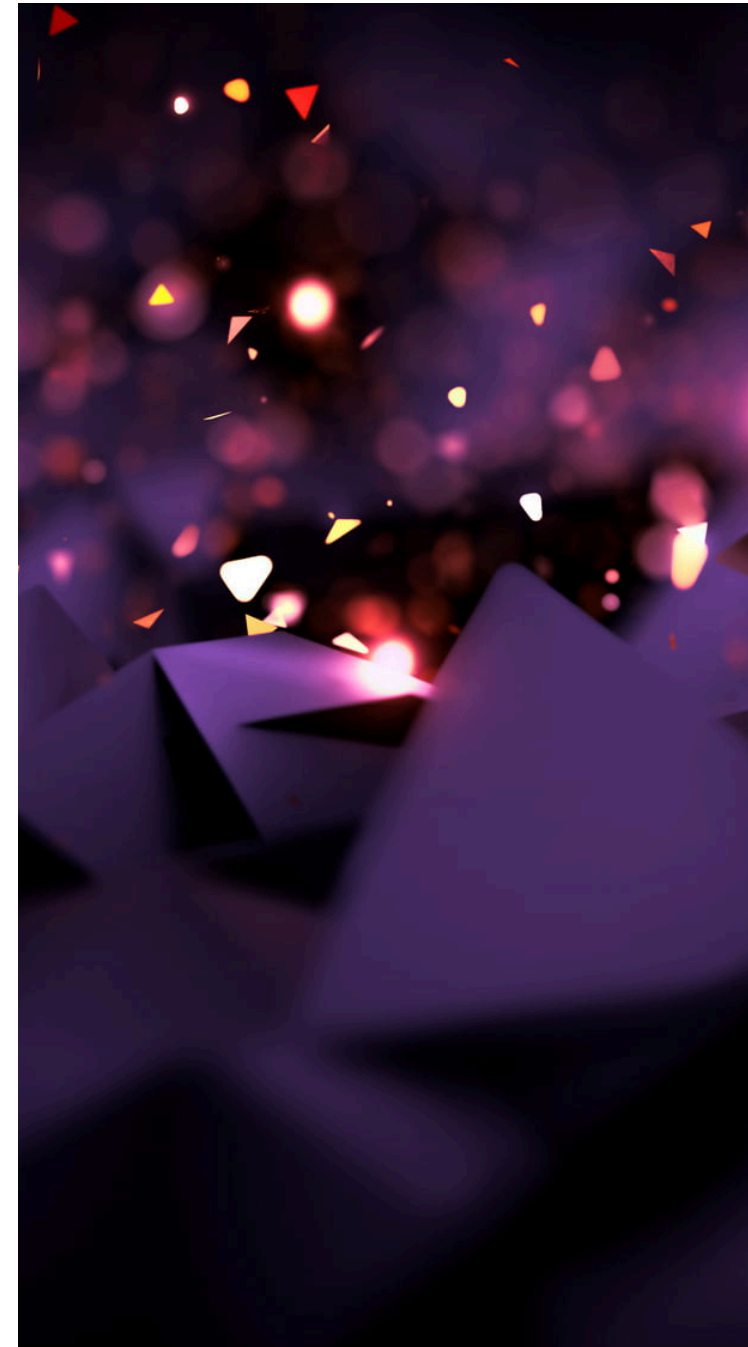


“There aren’t many topics that unite the world, but climate change and sustainability is one such critical topic we all have to play our part in.”

- Alex Cousins, Chief Project Officer

“I love R&M and the fact that they are constantly striving to go green, it speaks volumes for what a great company they are, to trying to help our planet. It stems right through the core of the business from the top to the bottom.”

- Ellie Scaiola, Business Travel Consultant



"It feels great to be part of something where we are driving change and to attract a diverse talent from around the globe. Our workplace practices and goals will help keep us on the right track and we look forward to expanding on these in the coming years."

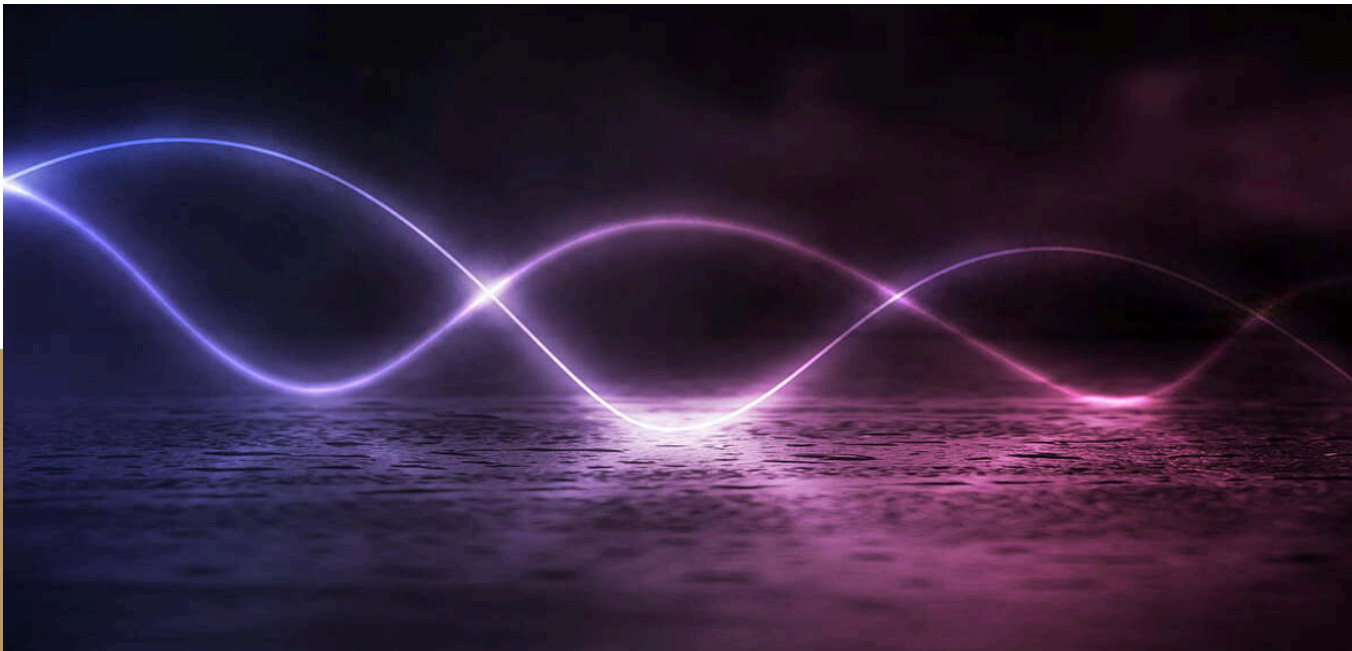
– Emily Webster, HR Advisor

"Having joined Reed & Mackay just a few months ago, I am thrilled to be working with a TMC whose commitment to sustainability goes beyond reporting. Our strategy is really one of looking carefully at our clients and listening to their needs, to understand how we can support them with their sustainability goals."

- Dominique Ross, Client Success Manager

"I have had the pleasure of overseeing Reed & Mackay's Environmental Management System for a number of years, and I can truly say that the company has always strived to better its environmental impact and community engagement. Over the years, there have been many forums, collaborations with suppliers, volunteering events, awareness campaigns and changes to our processes and working environment to reduce our CO₂ emissions. It is thanks to the commitment from our Leadership Team, who actively engage with all these activities, and the ongoing support from our employees with their eagerness to make a difference".

- Marisa Churcher, GRC Officer



“The importance of sustainability goes far beyond offering initiatives to our clients as part of servicing their needs. As a business and as humans, it is vital we play our part too. Whilst I believe we have so much more to do, Reed & Mackay has already made fundamental steps of bringing how we act sustainably in to our consciousness, our strategy and our culture. I am particularly proud of us paving the way with our game changing initiative through Neste, but equally as being part of an organisation who started taking action over a decade ago by achieving the ISO 14001 certification – which created a paperless environment almost overnight!”

– Max Hensser, Director of Global Client Experience



“Reed & Mackay have a history of innovative sustainability partnerships. In 2017, R&M partnered with Air France - KLM to provide carbon offsetting for our clients on selected routes to coincide with our ‘Green Month’ that year. As part of the initiative we also wanted to engage our staff and held a showcase at our head office so AFKL could highlight the various green initiatives they were working on. Everyone got involved and subsequently Air France KLM held a CSR Workshop at their Heathrow offices, to which they invited R&M to come and do a presentation to our industry peers about the joint initiatives we had carried out together. The afternoon also had several external speakers including experts on sustainable aviation fuel.”

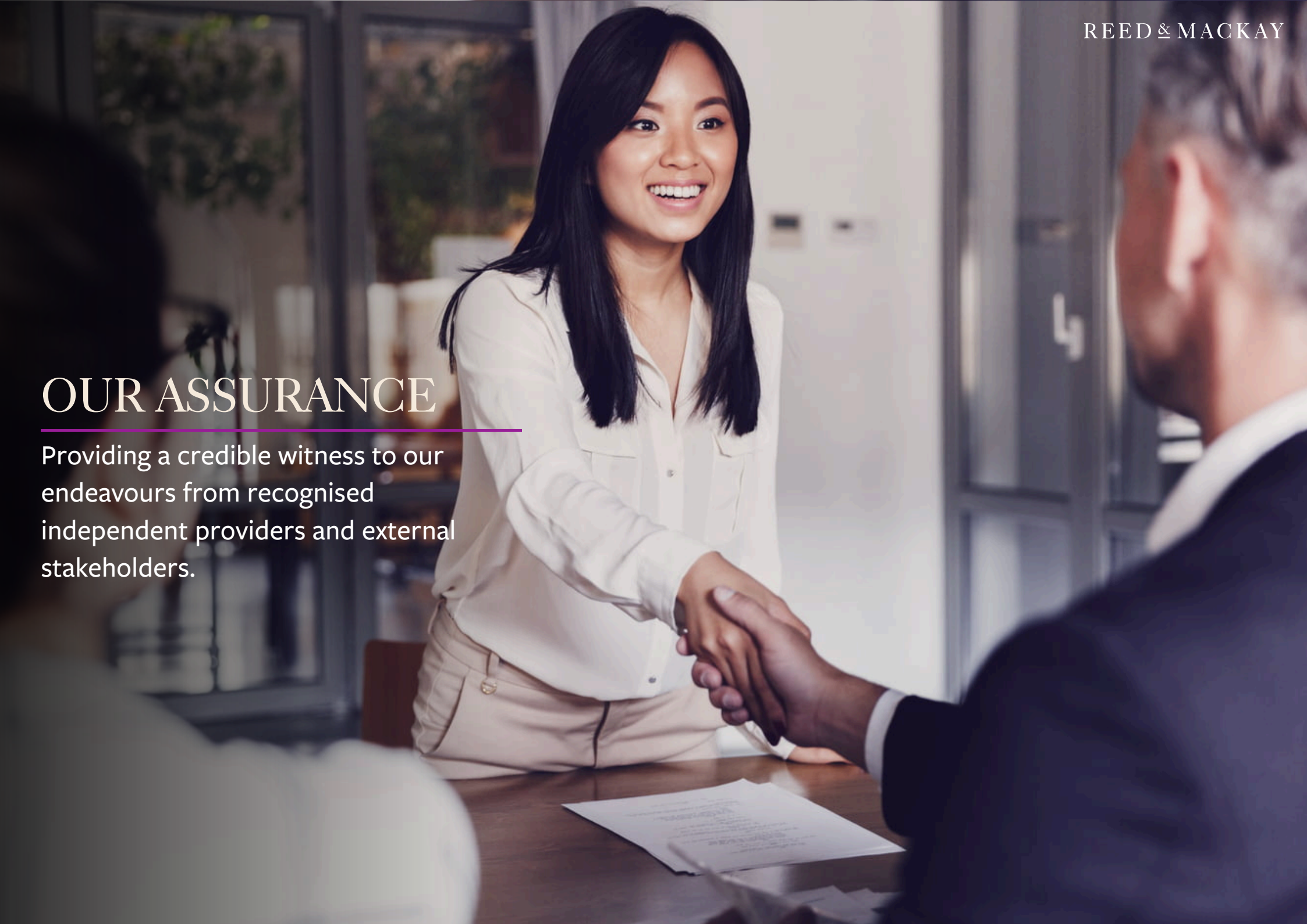
– Emma Dawes, Senior Manager, Commercial & Partner Solutions EMEA, TripActions Group

“Reed & Mackay’s commitment to sustainability, in particular our partnership with Neste has made our airline partners sit up and take notice. Of course, airlines are eager to progress their own sustainability programmes, and their key TMC partners (such as R&M) are key to making this possible. Airlines see R&M as industry leaders in this field and will continue to work closely with us to deliver tangible results to our customers, and I’m very much looking forward to helping to facilitate further initiatives in 2022 and beyond.”

– Richard Lindsay, Director Air Partnerships EMEA, TripActions Group

OUR ASSURANCE

Providing a credible witness to our endeavours from recognised independent providers and external stakeholders.



ECOVADIS

Below are the comments we received from our EcoVadis Sustainability Performance Overview in March 2021.

Overall score distribution



Overall score

REED & MACKAY HOLDINGS LTD (GROUP) is in the top 13% of companies rated in the Travel agency, tour operator, reservation service and related activities industry.

Environment

REED & MACKAY HOLDINGS LTD (GROUP) is in the top 28% of companies rated in the Travel agency, tour operator, reservation service and related activities industry.

Sustainable Procurement

REED & MACKAY HOLDINGS LTD (GROUP) is in the top 27% of companies rated in the Travel agency, tour operator, reservation service and related activities industry.

Ethics

REED & MACKAY HOLDINGS LTD (GROUP) is in the top 4% of companies rated in the Travel agency, tour operator, reservation service and related activities industry.



TESTIMONIALS

"Reed & Mackay have continued to maintain their management systems to a high standard – testament to their professionalism. It is refreshing to see that opportunities for improvement previously identified have been implemented.

The organisation's integrated management system, for their quality, environmental, business continuity and information security, are all aligned to the requirements of their respective standards."

- ALCUMUS, ISOQAR Auditor

"We are delighted to partner with Reed & Mackay to support the sustainability commitments of their clients. By expanding their sustainability offering to include carbon offsetting and additional expert services that we provide, they are enabling their clients to take additional actions to reduce their corporate travel and conferencing impacts."

- Kirsty Schneeberger, ClimateCare

"Our ground-breaking partnership with Reed & Mackay provides businesses with a solution to buy Sustainable Aviation Fuel (SAF) at scale and reduce the environmental impact of their business travel. We really value Reed & Mackay's aim to operate at the forefront of corporate travel sustainability and are excited to be working together on combating climate change."

- Susanne Bouma, Neste

"We are delighted with the bespoke CO₂ dashboard that we have worked on in partnership with Reed & Mackay and are already seeing it impact awareness of sustainability within our business and help us meet our CO₂ reduction goals."

- Client Director of Operations, Legal Sector

"We're excited to see R&M's focus on sustainability, an area that is becoming increasingly important to travellers everywhere. We're delighted to work with R&M to advance the sustainability needs of their travellers to create a more sustainable future."

- United Airlines

GLOSSARY

- **Alcumus ISOQAR** - UKAS accredited ISO certification and CQI IRCA training provider.
- **Carbon footprint** - The total greenhouse gas (GHG) emissions caused by an individual, event, organisation, service, place or product, expressed as carbon dioxide equivalent (CO₂e).
- **Carbon offsetting** - The process of compensating for carbon dioxide emissions arising from industrial or other human activity, by participating in schemes designed to make equivalent reductions of carbon dioxide in the atmosphere, (such as the planting of trees or carbon sequestration).
- **CO₂** – Carbon dioxide, a greenhouse gas.
- **CO₂e** – 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 CO₂ to make measurement and comparison easier.
- **Cyber essentials certification** - UK Government backed scheme 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 organisations to report on greenhouse gas emissions.
- **Ecovadis** – A company which provides business sustainability ratings, with a global network of more than 85,000+ rated companies.
- **ESOS** - Energy Savings Opportunity Scheme – UK Government’s mandatory energy assessment scheme for organisations in the UK. The Environment Agency is the UK scheme administrator.
- **FTE** – Full time employee
- **GDPR** – General Data Protection Regulations - laws to ensure that the personal data of citizens has robust protection.
- **GHGs** – Greenhouse gases which include: carbon dioxide CO₂, methane CH₄, nitrous oxide N₂O, water vapour, 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 standardised 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 organisation’s operations, from upstream and downstream sources not owned or controlled by the company.

- **GRC** – Governance, Risk and Compliance
- **ISO** – International Organisation for Standardisation. ISO is an independent, non-governmental international organisation with a membership of 167 [national standards bodies](#) who develop voluntary, consensus-based, market relevant International Standards.
- **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.
- **Sabre Eco: Certified hotels** - Hotels which have been certified by a partner whose standards closely align with the Global Sustainable Tourism Council (GSTC) criteria.
- **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 Practising Accountant (CPA) (AICPA), which specifies how organisations should manage customer data. The standard is based on the following Trust Services Criteria: security, availability, processing integrity, confidentiality, privacy.
- **Sustainable Aviation Fuel (SAF)** - an aviation fuel made from sustainable and renewable sources which can act as a substitute for fossil jet fuel.
- **United Nations Global Compact** – UN's global voluntary corporate sustainability initiative.

Thank you for reading

SUSTAINABILITY & RESPONSIBLE BUSINESS REPORT 2022

