

Environmental, Social and Governance Report

1st April 2021 – 31st March 2022





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Welcome to our first annual ESG Impact Report



Eva Georgiou,
Head of ESG & Engagement

We are delighted to welcome you to our first sustainability report for our 21/22 financial year. This is an important milestone in NRS' sustainability journey. Environmental, social and corporate governance (ESG) has long been a significant aspect of NRS' operations as we do our part to contribute to a sustainable future. The year was characterised by significant challenges and sacrifices – but also the development of exciting opportunities.

We are proud to launch our ESG strategy, embed sustainability deeper within our operations and create positive change that extends across the organisation and beyond. As we make sustainable choices within our value chain, we are protecting the future for the next generation. We have set ourselves ten key targets for the coming year that we plan to achieve by the end of 2023.

Our people are passionate about delivering the very highest levels of customer service to our customers and service users. Over the past year, we have worked hard to support our people's mental and physical wellbeing. As we reimagine the post- COVID world, we believe our culture of sustainability will continue to position NRS favourably to create long-term value for our stakeholders, who I would like to thank for their invaluable input thus far. We have been listening intently and will continue to do so. This continued stakeholder engagement will be key as we work purposefully to deliver our aims. We are excited about the next chapter in our sustainability journey and look forward to keeping you informed of our progress as we build on the success of our most recent year:

“ We hope that you enjoy reading about the positive contribution we have made during the year and our plans for 2022/2023. We look forward to presenting our next year's report, until then we wish you all the very best. ”

ENVIRONMENTAL

We will work to minimise our impact on the environment.

We will achieve this through:

- A Carbon Reduction Plan
- Circular economy
- Sustainable procurement

WORKFORCE

We will build a strong future-proof workforce through:

- Protecting colleague health and well-being
- Providing quality education and development
- Promoting equality and diversity

GOVERNANCE

NRS leadership will govern to ensure a resilient, thriving

business through:

- Clear and consistent communication
- Strong Health & Safety and risk management
- Improved ESG impact reporting

COMMUNITIES

We will give back to the communities in which we operate through: Supporting vulnerable people to live independently

- Reducing inequalities
- Strong ESG partnerships

An introduction to NRS Healthcare

NRS Healthcare is the UK's leading provider of community equipment, wheelchair services, technology-enabled care, service, maintenance, equipment supply and clinical services to the NHS and Local Authorities.

Our services help over a quarter of a million people every year to live, work and enjoy their leisure time, whatever their individual challenges might be. In addition, our online retail store, Healthcare Pro, offers a comprehensive range of more than 3,500 daily living and disability aids for purchase as well as easy access to product advice, support and new services.






NRS works with Commissioners to provide services and local solutions which optimise resources to support independent living for our service users.

We understand the challenges and objectives of the Health and Social care professionals we support. Our simple and efficient processes ensure their time and resources is not wasted on administration. Furthermore, as a trusted partner, we are there to go above and beyond what we commit to. Recognising that our products are specialist in nature and that the service we provide is tailored to a specific end-user client, we have invested in developing a client-facing, clinical team. The team work in partnership with our clients to ensure that we are aware of their changing needs and can provide the best advice and equipment to every professional and service user.

We are mindful of the UK Government's focus on social value and have aligned our activities to ensure that we deliver social value to our clients: Every team member at NRS supports a part of the overall solution to improve people's quality of life and independence every day through our innovative products and services, as well as helping our clients fulfil their objectives, in the case of the NHS and Local Authorities, delivering social value.

This social value framework

identifies five key areas ('Themes') where this additional social value can be created:

THEMES		VALUE CREATED
	COVID-19 Recovery	Help local communities to manage and recover from the impacts of COVID-19
	Tackling Economic Inequality	Create new businesses, new jobs, and new skills
		Increase supply chain resilience and capacity
	Fighting Climate Change	Effective stewardship of the environment
	Equal opportunity	Reduce disability pay gap and tackle workforce inequality
	Wellbeing	Improve health and wellbeing, and community cohesion

What we offer



Integrated community equipment services ICES



Technology enabled care services



Clinical services



Wheelchair services



Shop now. Mobility and independent living aids at our online store: Healthcare Pro



Daily living aids through our retail site



Home improvement agency services

We have a role to play beyond our business: we live in communities.
We'll be recognised for creating and maintaining high standards so our colleagues feel valued and our environment is maintained.



Citizenship



Mission

To improve people's health
and independence
every day



Taking Pride

We're proud
of what we do
because it makes a
real difference to
people's lives.
We always aspire
to deliver an
outstanding
experience to our
service users and
their families.



Partnership

We want our
partners in health
and social care
to recognise us
as leaders in our
field by providing
the right service at
the right time and
improving service
users' outcomes.
Both internally and
externally people
will love that we
work together
to out-perform
expectations.



Delivery

People should recognise us as
operationally great, which means
we find ways to get things done
for our service users and prescribers,
even when it is difficult.

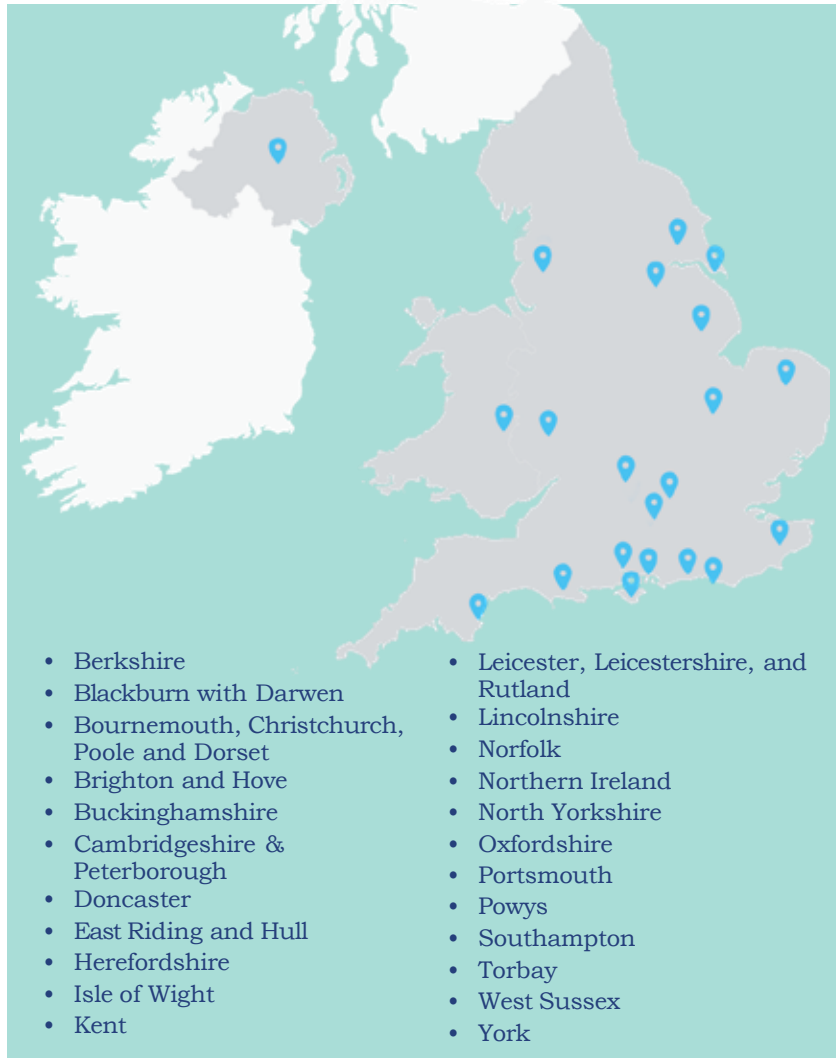


Trust

Trust is earned.
We work every day with people who
feel vulnerable and look to us to help.
We work to gain the trust of our
service users, colleagues and
partners in all we do by delivering on
commitments, speaking up, speaking
honestly and acting with compassion.

An introduction to NRS Healthcare continued

Our presence



Why prepare an ESG report?

As a business, our purpose underpins the choices we make as an organisation. We are responsible for the communities we recruit from and sell our products in, our employees, our suppliers, and the environment. Our customers are increasingly mindful of the importance of sustainability – recognising the impacts of climate change and the scarcity of natural resources. They will choose to support businesses that reflect their values and ethics. We are committed to building a financially stronger company, that can deploy these resources internally and externally as a force for good in the world. Disclosure is vital to engaging all our stakeholders in our ESG journey, promoting collaboration and driving meaningful change. By learning from others and sharing our stories, we can help drive accountability for ourselves and the wider industry, solving the global challenges we face as one planet.

This report focuses on five key aspects of our ESG journey:

1: Our Product – what we buy, where we buy it from, how we assemble and how we sell it

2: Our Planet – energy, waste, transportation, and our carbon footprint

3: Our Communities – giving back to society, helping the communities in which we operate

4: Our Workforce – attracting and retaining the

best talent, providing training and development, promoting physical and mental wellbeing as well as embracing diversity and upholding equality and inclusion

5: Our Governance – Leading from the top and by example, living our values, providing a strong policy framework, implemented by committees of knowledgeable, passionate people to ensure adherence and consistency of approach

The information disclosed in this report relates to the operations of NRS Healthcare (NRS) for its financial year ending March 2022. This report has been compiled in accordance with our Corporate Governance Policies which are aligned to statutory regulations, industry standards and best practice relating to ESG within the UK and internationally.

Consistent with the broader national and international Sustainable Development Agenda, our Corporate Governance Policies underpin our ESG approach and are fully aligned with the Climate Change Act (2008); the Government's Nationally Determined Contribution (2020) under the Paris Agreement (2015); and the 2030 Agenda for Sustainable Development adopted by all United Nations Member States in 2015 underpinned by the Sustainable Development Goals (SDGs). All our Greenhouse gas (GHG) emissions data has been prepared according to the statutory Streamlined Energy and Carbon Reporting (SECR) standards.

Aligning to the UN SDGs and engaging with our stakeholders



The manufacturing industry and sustainability

It has been estimated that the manufacturing Greenhouse Gas Emissions in 2020¹. Emissions are primarily derived from burning fossil fuels for energy, as well as greenhouse gas emissions from certain chemical reactions necessary to produce goods from raw materials..

As an NHS partner, NRS must take account of the NHS Supplier Roadmap, which lays out the process towards addressing climate change by achieving a net zero healthcare system by 2045. More than 60% of the NHS's carbon emissions occur in its supply chain, with manufacturing being a sizeable component. We recognise that we must work hard to procure our healthcare products from sources that can demonstrate sustainable sourcing and manufacture with a lower carbon footprint. Sustainable manufacturing, defined as the “creation of manufactured products through economically-sound processes that minimise negative environmental impacts while conserving energy”,² sets the future direction for manufacturing products, with the aim of fewer carbon emissions and polluting greenhouse gas emissions.

¹<https://www.epa.gov/ghgemissions/sources-greenhouse-gas-emissions>

² <https://www.epa.gov>

Aligning to the UN SDGs and engaging with our stakeholders continued



Engaging with all NRS stakeholders

NRS is part of an ecosystem. Only in working with other parties inside and outside of our organisation can we achieve our ESG goals. NRS has a number of stakeholders that we interact with and who need to be part of our ESG journey:

CUSTOMERS: Our customers are vital to NRS, the reason we are in business and are our priority stakeholder group. Our focus is to deliver high-quality healthcare equipment that improves our customers' quality of life, delivered through an impactful service that reflects evolving regulatory requirements. Our clients have their own ESG journey they are on and are seeking to work with like-minded organisations. We seek to hear first hand their ESG ambitions and what they expect from us as an organisation, as well as from the products and services we sell to them.

EMPLOYEES: Our employees sit at the heart of NRS and have made us who we are today. Our employees want career progression opportunities coupled with fair compensation for their hard work. In return, NRS is focused on productivity, efficiency and delivering a high-quality service to our customers cost effectively. Our staff are key to delivering our ESG programme and are also a source of ideas and innovation. Anonymous staff engagement surveys as well as face to face interaction will ensure we are aware of how they feel about working at NRS and how they can help shape our vision.

COMMUNITIES: NRS recognises the importance of the communities within which our business operates and from where we recruit our teams. We are aware of how challenging things are for many individuals

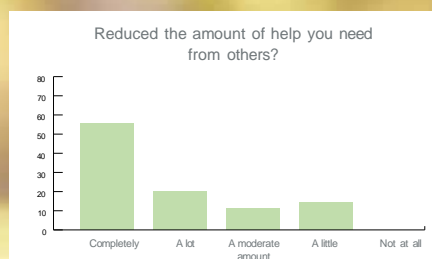
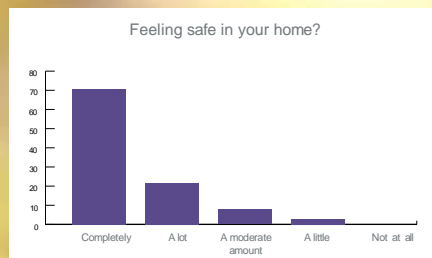
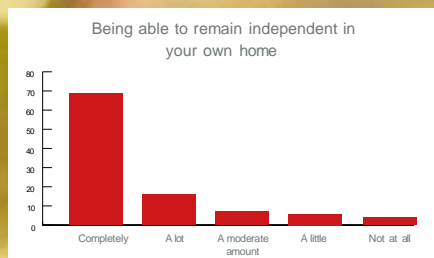
currently post COVID-19 and with the cost of living challenges being faced. We actively partner with charities such as the Carers Trust and the Alzheimer's Society, as these are inherently connected to our business operations.

INVESTORS: Our investors offer the critical funding that allows our business to grow. In February 2019, Graphite Capital backed the management buyout of NRS. Graphite is a forward-thinking sustainability-aware partner that fully supports our ESG journey.

SUPPLIERS: We rely on a number of specialist suppliers to produce the products we supply to our clients. We expect them to be on the same sustainability journey as we are and are constantly pushing for innovation within the broad ESG areas.

Spotlight: Customer satisfaction

We ask those using our services how dealing with NRS and using the products we supply has helped them achieve their goals. Here are some of the results:



“Very, Very satisfied. The delivery driver was very polite and explained some other equipment I had was adjustable too, and since then, it's been a massive help.”

“Delivery man was very kind, took his time to make sure everything was right.”

“The team were amazing and have made my life so much easier. As my husband's carer, all the NRS team I have dealt with have been very kind and so helpful.”



Spotlight: Partnerships for social value

Social value is designed to generate benefits to society and the economy and positively impact the environment and local communities via government spending. A large proportion of our business model is centred around servicing contracts for Local Authorities or the NHS across the country. Therefore, it is vital that we can demonstrate the positive social value generated by NRS Healthcare across a broad spectrum of metrics aside from providing the best value pricing-wise. We add social value across several areas, including by way of example:

- **Creating local employment opportunities** for the long-term unemployed or those not in education, employment or training, such as through our apprenticeships scheme or offering work placements and work experience opportunities.
- **Offering opportunities for school children and young adults**, engaging them during our visits and educational talks at schools. Topics include Disability Awareness to promote understanding of community services as well as advice to young people on careers in Health and Social Care.
- **Encouraging community engagement** through our numerous fundraising activities, such as the £500 annual donation to the Carers Support Centre for Bristol and South Gloucestershire.
- **Making facilities available to groups that would otherwise struggle to access them**, such as through our partnership with We Care at their city-centre retail facility to provide service users with an additional route

to access their equipment or other related services. We also jointly developed the Safe+Well™ service, providing online access to Occupational Therapists, online self-assessments, and advice and information about equipment.



Our product

Our value chain

NRS is working hard to create a sustainable value chain that enhances circularity and reduces climate impact:

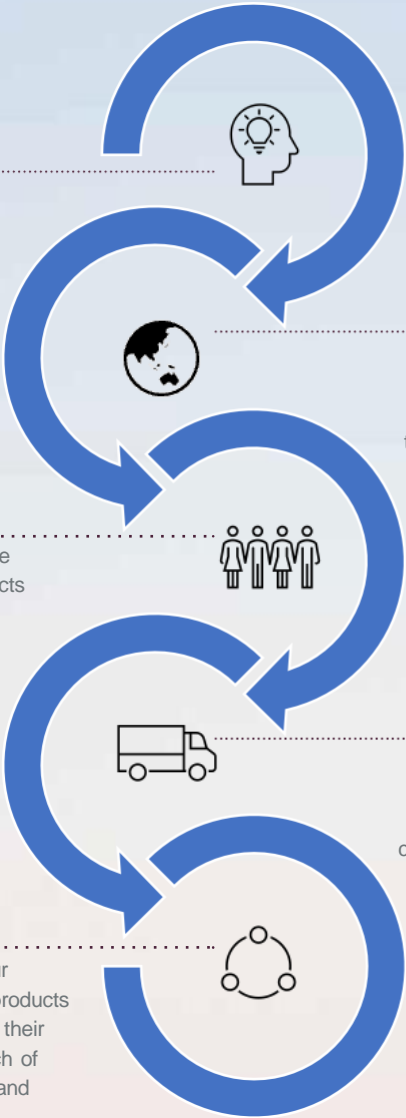
Product Innovation
We design our products to be hard-wearing and long lasting

Sales
We carefully weave Social Value metrics into each of our contracts with Local Authority and NHS partners to ensure that we are contributing back to society

Use
We work in partnership with our customers to ensure that our products meet their needs and enhance their life outcomes. On average, each of our products is used, repaired and redistributed 10 times

Sourcing
We incorporate ESG factors into our decision-making process when selecting suppliers. We evaluate them and conduct regular audits to mitigate against ethical risk

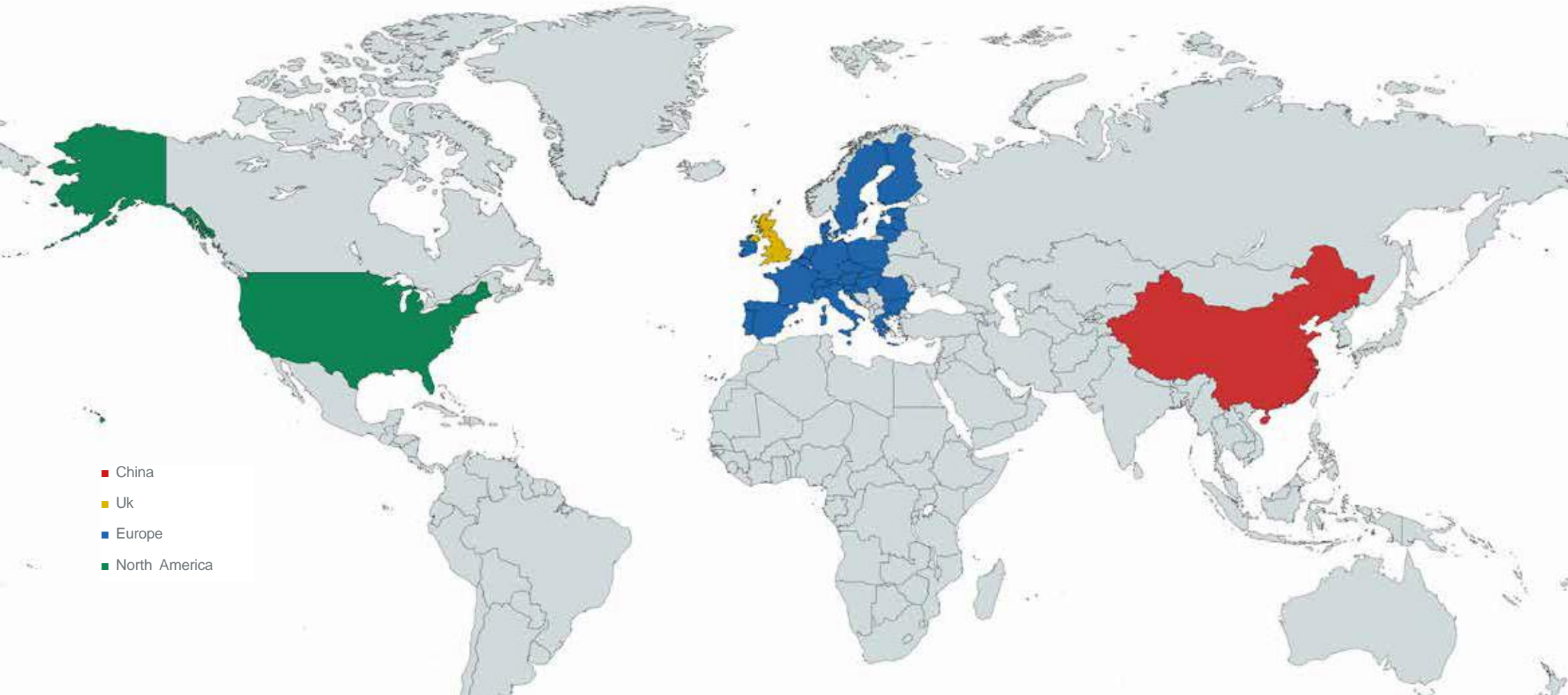
Transportation
We plan efficient routes for our drivers using our route optimisation system to reduce mileage and fuel consumption. We also improve fleet vehicle management and fuel efficiency through the use of vehicle telematics



Carefully choosing our supply chain partners

We use suppliers worldwide, but primarily from the UK, Europe, China and North America. We recognise the importance of visibility and transparency within our supply chain to protect those within it from abuse or exploitation. To this end, we take great care in selecting the companies that manufacture for us and

supply products to us. We have detailed knowledge of our key suppliers but recognise that moving forward, it is essential that we map our supply chain in detail to acquire oversight of our Tier 1, 2 & 3 suppliers. We will be investigating membership of SEDEX (Supplier Ethical Data Exchange) to assist us with this critical task.



Our ethical supply chain

Our Code of Business Conduct sets out our clear expectations of our supply chain regarding labour practices in our supply chains. Our position states:

1. Employment should be freely chosen
2. Elimination of forced and compulsory labour
3. Abolition of child labour
4. Working conditions must be safe and hygienic
5. Elimination of discrimination in respect of employment and occupation
6. Freedom of associative and collective bargaining
7. Wages must be paid in accordance with local regulations
8. Working hours are not excessive
9. No physical or inhumane treatment is permitted



Manufacturing onboarding, monitoring and improvement

Our onboarding questionnaire goes a long way beyond seeking Quality Assurance and Health & Safety information; we also look for detail on Environmental Management Systems, whether suppliers have an Environmental Policy in place and whether they have considered the environmental impacts of their operations. We additionally seek to gather insight on a company's social responsibility, including whether factories are registered with SEDEX or BSCI (Business Social Compliance Initiative). These combined factors help us make the right decisions when choosing which suppliers to partner with for the long-term, looking beyond price to identify suppliers on a similar ESG journey to NRS.

Our Supplier Trading Manual is a key document that sets the foundation of our relationship with our suppliers. All suppliers are expected to conform to the requirements detailed within it. In addition, we are enhancing this document to include a Raw Materials Sourcing Policy to clarify that we expect our manufacturers to source materials ethically and with the highest levels of care for the environment.

We recognise the importance of conducting regular audits on our manufacturing partners. We have an agent in place in China to ensure compliance is monitored. In the past 12 months, we have audited 45 sites. As COVID-19 restrictions begin to lift, NRS representatives will resume our overseas visits to accompany our agents during the audit process.

Any infringements are thoroughly investigated, and appropriate action is taken with the supplier to urge improvement, failing which, we are prepared to terminate the business relationship. We also encourage NRS employees to report any suspected contraventions of our supply chain standards through our whistleblowing channel.

Spotlight: Building a sustainable supply chain

Q and A with Drew Hutchinson –

Head of Category Management
and Supplier Relations

Tell us about your role?

My role at NRS is to head up and set the strategy for all products we bring into the business, whether from 3rd party brands or our own brand products, direct from selected factories / suppliers. I also manage the overall commercial and trading agreements we put in place, covering product quality, specification, and costs and ensuring all our suppliers meet the strict ethical and sustainability criteria we work to.

Has the pandemic impacted your relationships with your suppliers?

I started at NRS just over two years ago, three weeks before we were forced to work from home. This has meant the regular face-to-face meetings and factory visits have been challenging, given restrictions on physical visits, audits and checks. Nevertheless, we have still been able to review every way we trade with our suppliers and have both tightened and improved our requirements around many areas - with a special focus on environmental and sustainability issues, which are increasingly important to both ourselves and our customers. Whilst we haven't been able to visit factories in China, for example, we have been able to use independent China-based companies with global credentials, such as SGS, to conduct checks and

audits on our behalf and review and seek evidence of compliance and actions by our suppliers. Now that restrictions are lifting, we plan to visit and audit our entire direct supplier base within the next two years.

What is the link between quality assurance and sustainability?

Due to tight budgets and rising costs, many customers tend only to be initially interested in talking about the price of a product (that meets the correct specification). We are starting to help our customers understand that 'value' is not solely down to cost price. A product made from better quality materials and designed to be easily repaired – with readily accessible spare parts for those known to wear over time – can often be the best value over the product's lifetime. The benefit of this means that the product lasts many times longer and is far more sustainable over the same period compared to a more cheaply made product. It's a win-win but needs a few more things to be considered at the point of selection / purchase.

Why is this important to NRS Healthcare?

It's our top priority. My team have a wealth of knowledge, and years of data on thousands of products, from average lifetime, repairability, repair costs, how many times it was refurbished and re-used etc., and we can use this to be able to offer our customers the very best products that will last years of use. We also select products that can easily be repaired and easily dismantled into their component parts for easy recycling at the end of the lifetime. The proven outcome is that we can offer products that, whilst being slightly more

expensive on initial purchase, will, over the expected lifetime, save the customer money against cheaper products, and also mean the impact on the environment is significantly less, reducing the carbon footprint we all leave behind.

What does NRS learn by undertaking physical audits of your supplier partners?

In my thirty years working with manufacturing suppliers, and the wealth of knowledge within the rest of the team, I've been lucky enough to see some of the very best manufacturers. They have world-class systems to reduce overall environmental impact and the best working practices to ensure a safe and happy workforce. So when we do factory audits, we don't just seek to ensure compliance, but we share the very best practices with other manufacturers and work with them to help their understanding and improve performance and capability in these areas.

“ My team have a wealth of knowledge, and years of data on thousands of products, from average lifetime, repairability, repair costs, how many times it was refurbished and re-used etc., and we can use this to be able to offer our customers the very best products that will last years of use.”

Sustainable Product design and development

Our products need to not only meet our customers' stringent healthcare requirements but also be long-lasting, ensuring the best value for our clients. Therefore, our products are designed to be reused multiple times – this is a central tenet of our business model and something we are proud of.



Perfecting a circular model:

When designing new and redesigning existing products, our approach is to enhance efficiency throughout our value chain, upstream and downstream. Whether ensuring our wood is from FSC (Forest

Stewardship Council) certified sources or substituting wooden components with bamboo for our furniture raisers, our research gives us insight into economic and environmental production efficiencies. Our products are designed to be reused.

Design focus: It is crucial during our design and development phases that we prioritise biocompatibility, user experience and product lifespan. Biocompatibility is about ensuring that our products are safe when in contact with the human body.

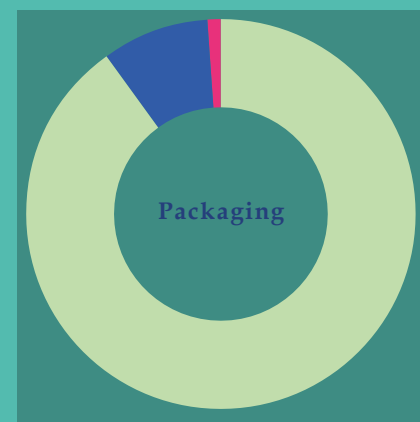
Plastic: We are mindful that non-virgin, recycled, post-consumer plastic is better for the environment. We are looking to substitute virgin plastic for recycled plastic wherever possible, subject to its product suitability and availability. All products in development are reviewed to reduce material content to the minimum necessary to ensure function.

Metal: Steel and aluminium are metals used widely in our products. Typically these metals comprise both virgin and non-virgin material. Metal alloys can be melted down and reformed repeatedly without losing strength or quality. We always test our designs for new ways to extend the product life and simplify the disassembly and recycling process once our products have reached the end of life.

Packaging

It is estimated that the UK produces an estimated 1.7 million tonnes of plastic annually and that British beaches are littered with over 5,000 items of plastic per mile. Dependence on single-use plastics has to stop. We recognise that we must take a responsible approach to packaging – this includes cutting down on plastic in the first instance and where required, using recyclable materials and investing in innovation to create more sustainable designs. We also need to follow robust recycling processes to ensure that plastics don't end up on land or within the oceans and are either recycled or incinerated.

Our packaging comprises 90% cardboard, 9% plastic and 1% wood. 100% of our packaging is reusable or recyclable. Around 30% of our cardboard is made from recycled board. Our polybags (which make up the 9% of plastic packaging) are currently made from virgin plastic, but we are in conversation with our suppliers to supply biodegradable polybags – an essential step in our journey. This would then make our entire packaging requirements biodegradable, which is far better for the environment.

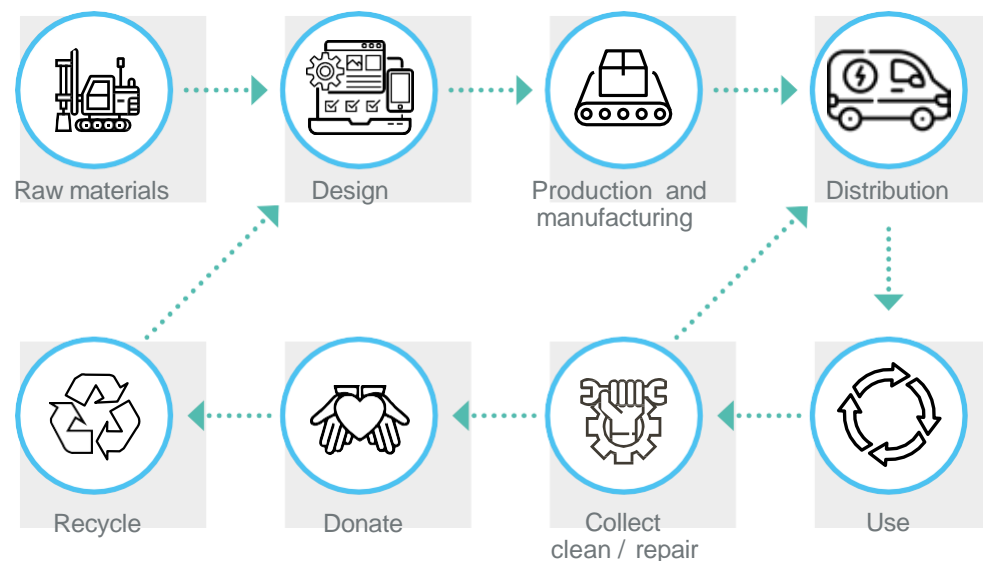


- Cardboard 90%
- Plastic 9%
- Wood 1%

Spotlight: Circular economy

The scarcity of resources is a global challenge; the more we can work to integrate circular economies, the better.

We collaborate with our customers to ensure that when no longer required, NRS products are collected, cleaned, refurbished and redistributed – up to 10 times per item. This circular flow is much kinder to the environment because it dramatically extends the life of the product, preserving the planet's resources and improving efficiency. It is also a critical component of the climate change fight; reusing items means avoiding carbon emissions that would have resulted from the manufacturing of new items.



Do you have small items of community care equipment you are no longer using?

You can find NRS Healthcare containers on some household waste recycling sites across East Riding where items can be dropped off.

If you have equipment such as crutches, walking sticks, walking frames, toilet frames and rollators which are no longer needed, and have an NRS sticker, please take to one of the sites below:

Humberford Household Waste Recycling Site (HWRSS)
406 Boothferry Road, Hessle, HU21 0JL
Driffield HWRSS
Church Lane, Driffield, YO25 5XE
Jarrow HWRSS
Aldwark Rd, Aldwark, DN14 6LA

For details of opening times please see: www.eastriding.gov.uk

You can still arrange for free collection of larger pieces of equipment by contacting: enquiries@nrs-uk.net or calling 0344 893 6375

EAST RIDING **NHS** **NRS**

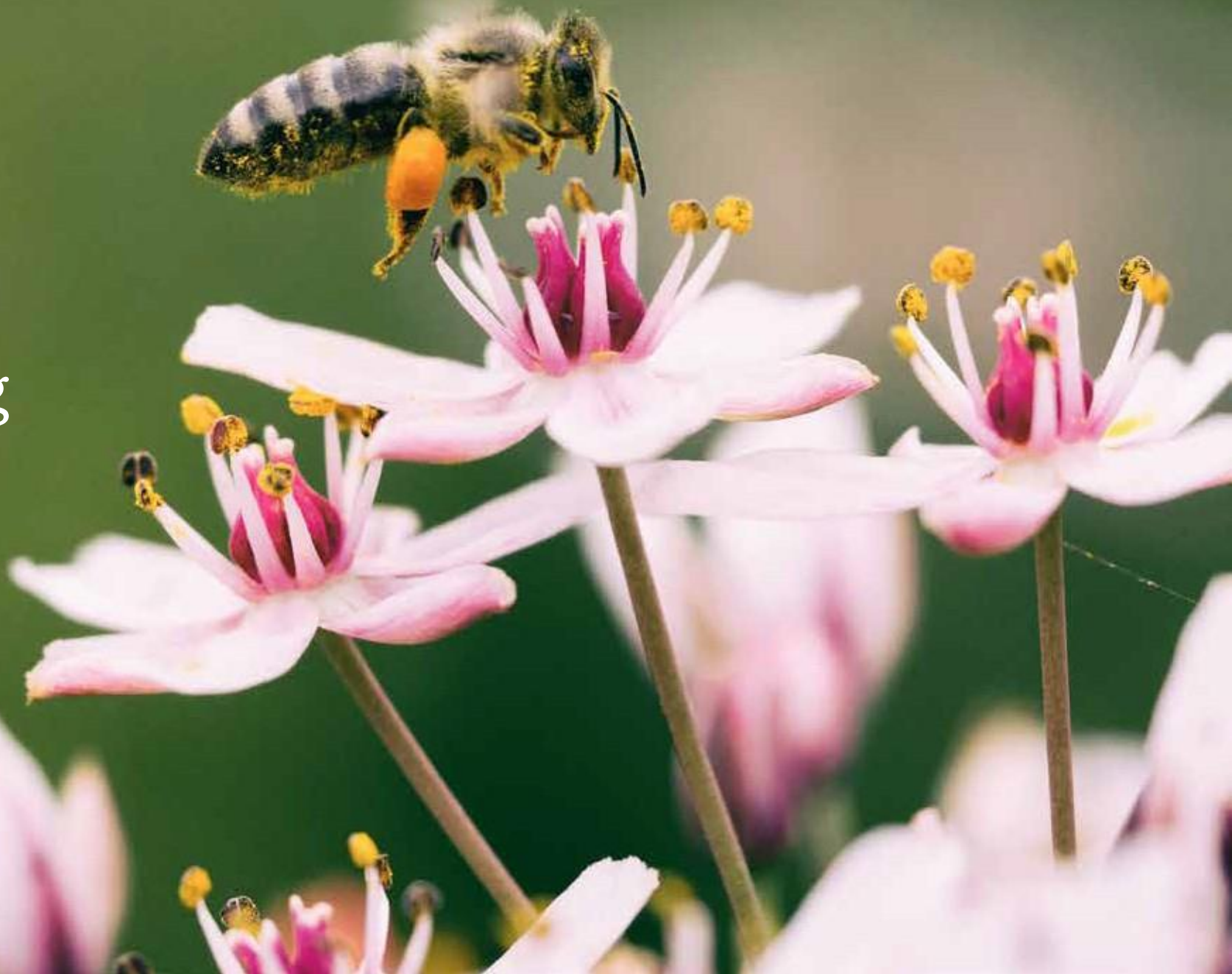
Together we can help those who need it most



When our products are no longer suitable for redistribution but are still perfectly serviceable, we prefer not to scrap them but instead donate to organisations such as PhysioNet, which supplies repurposed equipment to developing countries.



Protecting our planet



Our journey to Net Zero

Carbon emissions are the leading cause of global warming and hence climate change. Every individual, business, and organisation has a role in supporting the urgent need to transition to a Net Zero carbon future and avert the climate crisis we face. Calculating our annual carbon emissions is a critical step in understanding our contribution to global warming. Recognising how important this is, we have begun the process of annually calculating our carbon emissions, going beyond Scope 1 and 2 and moving into Scope 3 (upstream and downstream emissions where we have influence rather than control).

Our carbon footprint includes scope 1, 2 and partial scope 3 emissions.

- **Scope 1** – Carbon emitted from company vehicles and gas usage
- **Scope 2** – Carbon emitted from building electricity usage
- **Scope 3** – Carbon emitted from waste disposed and NRS-designed products purchased

We are looking to extend our scope 3 categories and subsequently set a firm net zero date. We will do this when we feel we have a comprehensive footprint calculation, and have mapped the carbon emission reduction across each Scope and Category. We have engaged Sustainable Advantage, a leading external specialist carbon consultancy to:

- Verify our carbon emissions calculations
- Identify how we can reduce these emissions in the short, medium and long term
- Set carbon goals
 - Scope 1 and 2 emission reduction by 2025
 - Scope 1 and 2 emissions reduction by 2030
 - Scope 1,2 and 3 emissions reduction by 2030
- Carbon neutral date
- Net Zero date
- Recommend carbon projects that will offset our Scope 1 and 2 emissions to become carbon neutral and help achieve some of the ambitions of our SDGs
 - Our focus is always on reducing emissions as far as possible.
 - We use offsetting to eliminate Scope 1 and 2 emissions that we were unable to reduce during the year

We recognise that much of our carbon emissions will come from the goods and services we procure from our supply chain. We will begin working more closely with our supply chain to:

- Understand their Scope 1 and 2 carbon footprint
- Ensure they are seeking to reduce their emissions
- Obtain Life Cycle Assessment (LCA) data on products where available
- Map our supply chain to understand where goods are made and how they arrive at our locations, seeking to limit unnecessary transport emissions

Energy

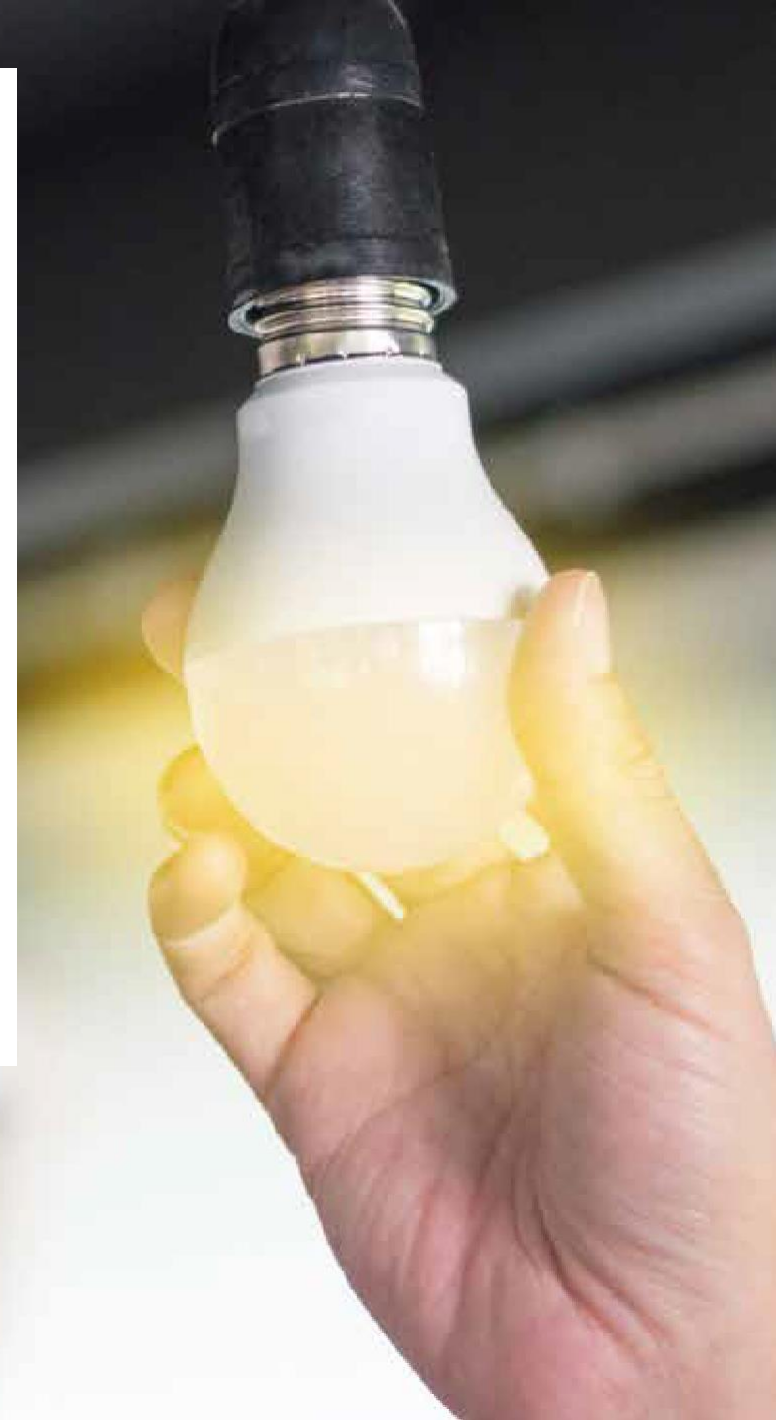
We procure energy to power our premises and provide lighting, heating and air conditioning. We are committed to protecting the environment by driving operational excellence in ways that reduce our environmental impact. Within the context of energy, that means limiting the energy we consume and procuring our energy from renewable sources.

NRS is committed to addressing climate change and supporting the shift to a cleaner, low-carbon economy in the UK. Our electricity contracts across our estate are due for renewal in October 2022, and we are wholly committed to switching our electricity to ensure it is derived from low carbon and renewable sources.

Whilst procuring renewable energy is fundamental to our low-carbon strategy, we are equally as focused on using less energy. Following an energy survey that took place in 2019, we began a programme to install LED lighting across our estate. We will shortly be completing ESOS (Energy Savings Opportunity Scheme) Phase 3 and are ready, the budget approved, to implement recommendations to implement further energy savings measures.

Gaining a detailed understanding of the levels of energy used in each building, what capex items are using the most volume and how this fluctuates during the day and over evenings and weekends is key to reducing these. By producing league tables for our premises, we will be able to implement remedial action for those sites performing least efficiently. Alternatively, we will circulate best practice for those sites performing well, such as our site in Kent, that introduced warmer kit for its depot staff to reduce the need to excessively heat the building.

As we expand our estate or take on new leases with landlords, we look to ensure that any building leased must have an energy rating of 'C' or higher. In addition, we will continue to have discussions with prospective landlords on desired environmental building improvements, e.g. solar panels to generate electricity onsite and should they be responsible for energy procurement that this is from renewable sources.



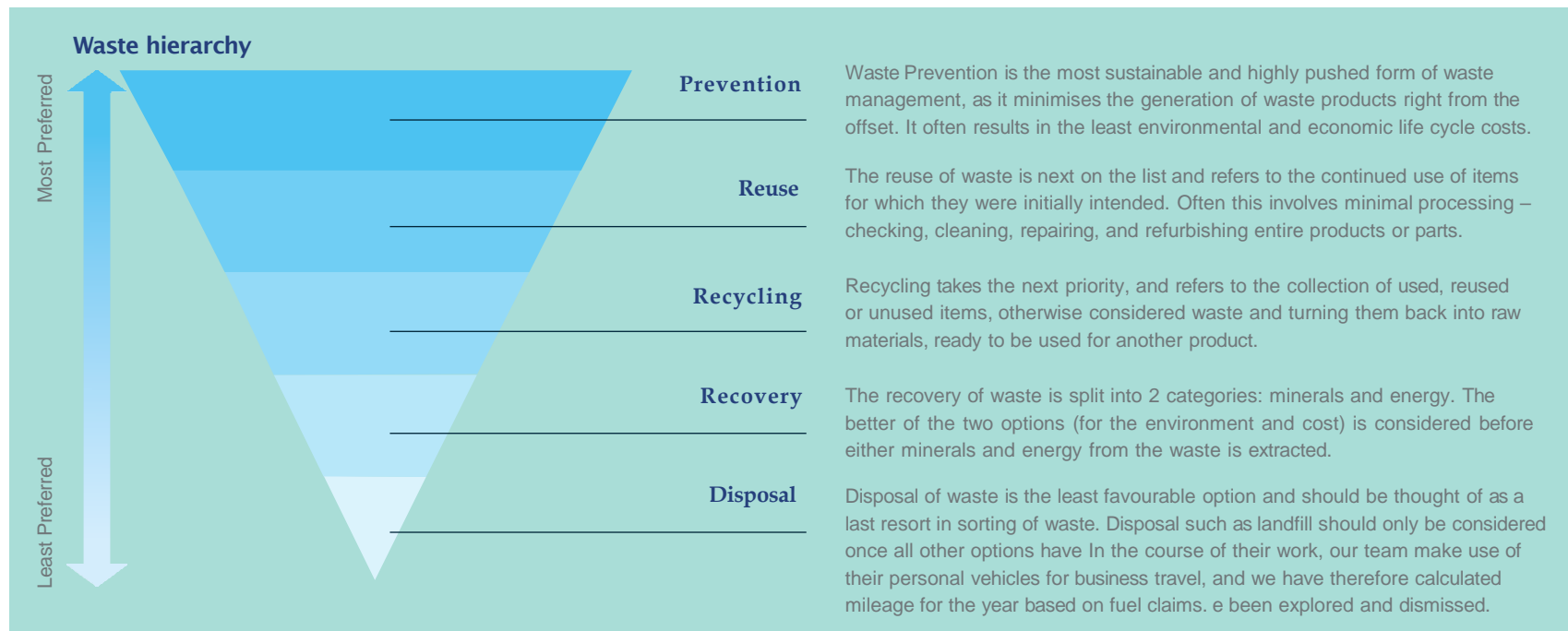
Waste



Waste management accounts for around 4% of total GHG emissions in the UK, with most emissions released from landfill sites. We recognise that responsible organisations follow the steps of the waste hierarchy – Reduce, Reuse and Recycle and set annual waste targets in terms of waste generated, recycling % and % of waste diverted to landfill.

The overall objective is to decrease the volume of waste generated in the first instance and, where waste is generated, to reuse as much as possible. Where waste generation is unavoidable, we are committed to disposing of it in the most environmentally friendly manner. The waste hierarchy ranks waste management

options according to what is best for the environment, prioritising preventing waste in the first place, followed by reuse and recycling. Where waste requires disposal, this should be via waste to energy plants where waste is incinerated and energy generated. Following this methodology reduces our cost base and carbon emissions whilst minimising any negative environmental impact. This process ultimately lessens the amount of waste that will end up in landfill and will optimise our recycling programmes.

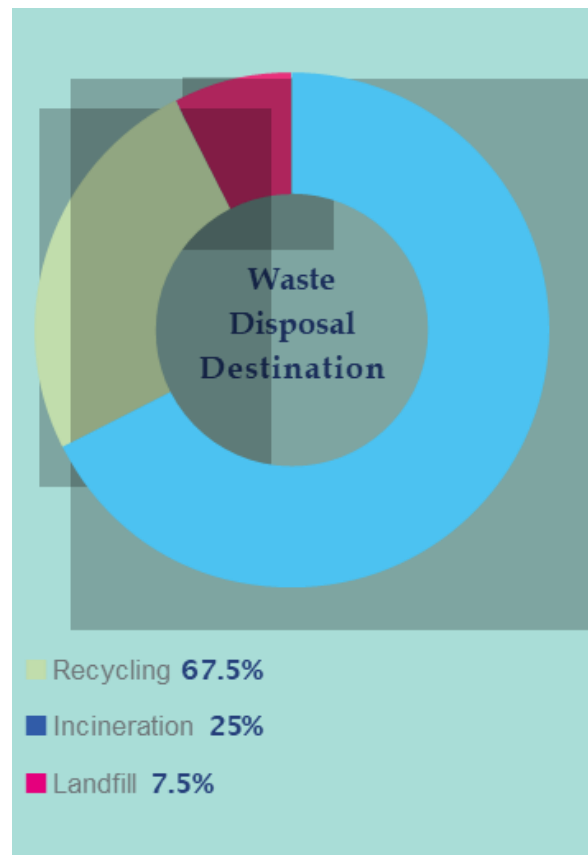


Waste continued

Waste composition

7.5% of our overall waste ends up in landfill; we are prioritising efforts to reduce this figure as much as possible. We have set ourselves the target of halving the waste sent to landfill in 2023. We will do this by further analysing the content of our general waste bins to see if more can be recycled, and by working with our suppliers on their disposal locations. Our recycling rate currently sits at 67.5%, and we have set ourselves the ambitious target of increasing this by 10% by 2023.

We have granular, monthly waste data for each site showcasing the volume of waste generated per waste stream, the recycling %, incineration and landfill %. For the coming year, our Green champion will be sharing this data in league tables to give sites the incentive they need to improve performance and to share best practice.



Transport

Greenhouse Gas (GHG) emissions from road transport make up around a fifth of UK GHG emissions. Reducing emissions from road transport remains a significant challenge as the UK looks to reach Net Zero by 2050. To deliver on this goal, the government's Road to Zero transport strategy includes the ambition that almost every car and van will be zero-emission by 2050, banning the production of diesel vehicles in 2030. As we come to terms with our collective and urgent responsibility to reduce emissions, NRS has recognised its responsibility for our contribution towards achieving this goal, given the large number of vehicles in our fleet.

With 424 LCVs (Light Commercial Vehicles) which run low emission Euro 6c engines and 61 company cars in our fleet, we recognise that our vehicle mileage emissions of 2,720 tCO₂e is material. However, we are evolving with an eye on the future. We have begun to incorporate EVs (Electric Vehicles) with the delivery of our first Mercedes-Benz van this year, and a further eight will be on the road by the end of 2022.

We plan the most efficient routes for our drivers using Paragon, our route optimising system to reduce mileage and fuel consumption and make good use of Masternaut, our inbuilt vehicle telematics system, which helps us monitor and track vehicle CO₂ emissions. In fact, we have been awarded Masternaut's Gold Fleet status for the fourth year running due to our emissions reductions compared to benchmarks.

Moving forward, we will be working with our leasing provider to trial a cross-section of vans to monitor real-world ranges. It will be a gradual transition for us as we need to combine economic realities with distance ranges required. The first of our depot sites to transition will be those that cover the smallest geographies, such as Doncaster, Brighton and Portsmouth. We are rolling out EV charge stations as our EV fleet expands.



Product Manufacture



Circa 20% of the products that we sell are designed and commissioned for manufacture by NRS, principally in China. When conducting a Life Cycle Analysis of our products, we know each of the following stages contributes to the overall carbon footprint of each item:

- Raw material production, typically steel, aluminium, plastics
- Welding, painting, final assembly and packaging
- Shipping
- Distribution to end-users
- Scrapping / recycling at the end of use

We are able to provide our clients with an accurate carbon footprint per product.

To reduce our carbon footprint, we are progressing the following initiatives:

- Increasing the use of recycled materials, especially recycled plastic
- Replace high carbon materials (plastic) with low carbon materials (wood / bamboo)
- Make products from more durable materials so they last longer / can be re-issued more often on National Care
- Minimise transport emissions
- Ensure our products are easily dissembled and able to be recycled
- Partner with suppliers with lower carbon emissions



Giving back to the community

Giving back to the communities in which we recruit from and operate in



Develop a formal communities strategy with measured inputs and outcomes with a pre-approved Board budget

NRS are committed to having a positive impact on our local communities. We have several charities we are currently supporting:

- The Carers Trust, Carers UK
- Blesma
- Dementia Friends and
- the NHS Charities Together

Whilst we have chosen our charities carefully – choosing to connect with organisations aligned with our business operations, we recognise that we need to develop a formal communities strategy that measures beyond just inputs but analyses outcomes too.

We regularly meet and work with unpaid carers when providing our services, giving us first-hand insights into their challenges. This was a major contributing factor in our decision to be an official partner of Carers Trust, a national charity which supports unpaid carers of all ages across the UK.



Carers Trust As part of our partnership with Carers Trust, we work with local carer charities from Carers Trust's UK-wide network. We support their provision of services, advice, and social events for unpaid carers in the communities we serve. We do this through fundraising,

promoting Carers Trust charities and their work, and signposting our service users and unpaid carers to local Carers Trust charities. In addition, we fundraise and donate to the Trust locally. For example, a minimum of £500 is donated to the Carers Support Centre for Bristol and South Gloucestershire each year.



Blesma The Limbless Veterans is a British charity that helps all serving and ex-Service men and women who have lost limbs or lost the use of eyes, to rebuild their lives by providing rehabilitation activities and welfare support.



Carers UK Jointly App Jointly is an innovative mobile and online app that is designed for carers by carers. Jointly makes caring for someone easier, less stressful, and more organised by making communication and coordination simpler between those sharing the care.

NRS Healthcare has teamed up with Carers UK to offer carers access to the Jointly App free of charge.

Local fundraising and community work



We promote different initiatives across our contracts which are tailored to local needs. Our dedicated employees go the extra mile to support their community

and local charities. For example, local staff fundraise for local and national causes, such as NHS Charities Together.



We donate equipment to local and overseas initiatives for people with disabilities and provide Dementia Friends training for staff across our contracts and third sector partners.



Our workforce



Our workforce

Our people sit at the very heart of NRS. Thanks to them, we can help make a real difference in improving the lives of elderly, frail or vulnerable people every day.

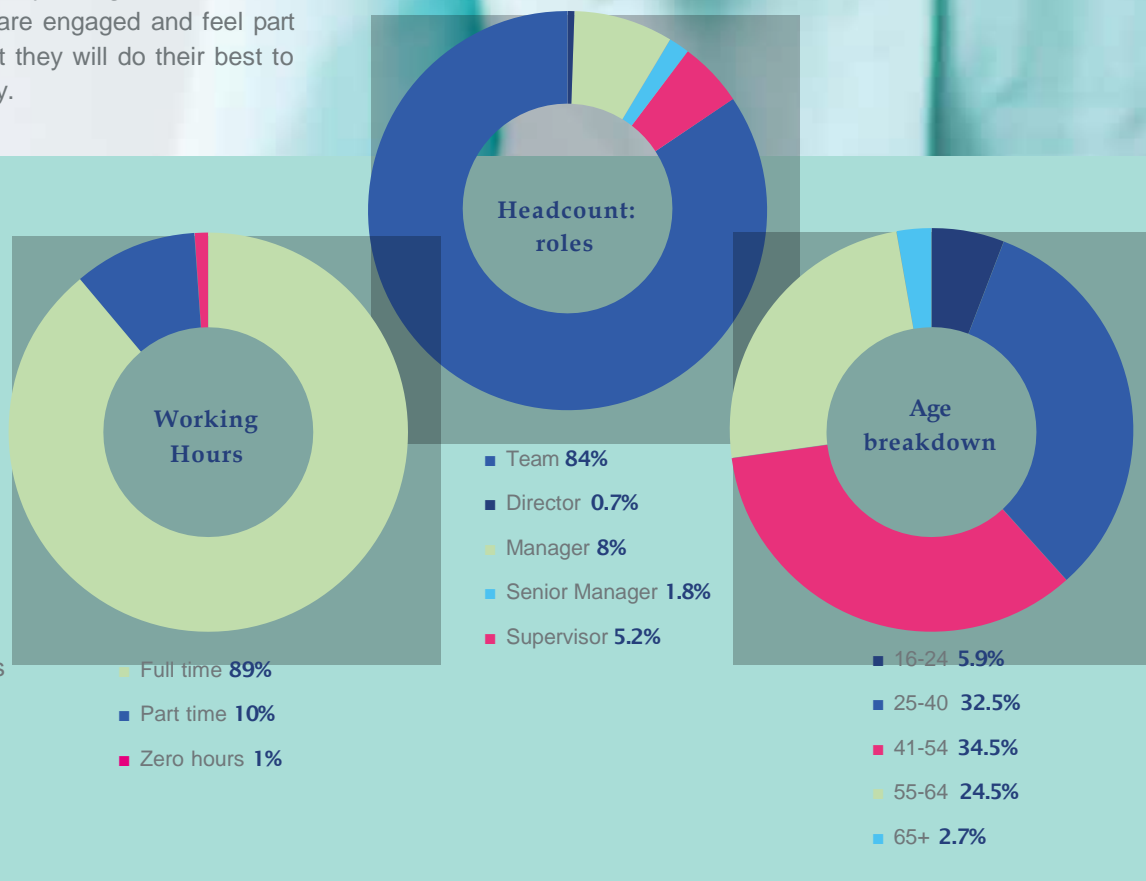
Our employees are encouraged to strive for improvements in all aspects of the business and put forward their ideas for ways our products, services, and operations can be improved. By taking a holistic approach to ensure our teams are engaged and feel part of our NRS family, we know that they will do their best to deliver on behalf of the company.

Our people

As of 31 March 2022, we have a total workforce of 1,360 employees representing multiple nationalities worldwide.

We want to improve the data we capture on the demographics of our existing workforce to measure our success and celebrate our diversity.

Therefore, we are upgrading our HR management systems to be better positioned to capture additional granular data, including sex, gender identity, sexual orientation, religion and disability.



Communicating with our teams

Staying connected to our people is really important. We know our employees will deliver their best work when they are empowered to shape how things are done and feel heard. Sharepoint is one of the primary tools we use to communicate with our teams. It's a space where we celebrate individual achievement through our GEM scheme – to recognise and reward individuals and teams who have performed exceptionally, promote employee benefits and share content that supports our wellbeing objectives.

We value face-to-face conversations as well, which is why we regularly carry out 'Speak Up' sessions at our depots to give people the chance to have their say,

as well as a suggestion scheme where we welcome contributions and ideas where colleagues can propose improvements to the way we do things.

We conduct an anonymous staff survey every two years covering a wide range of topics, including employee line manager relationships, pay and benefits, and aspects such as where we are doing well and where there may be room for improvement. The most recent survey was conducted in 2020, with a response rate of 53%. Our overall satisfaction score was 7.18/10, and our likelihood to recommend score was 6.62/10 – an increase from 6.41 in 2018.

Our top three scores out of ten were:



We listened to our employees carefully and collated some of the key feedback from our staff survey – providing answers and guidance in an easy-to-share infographic.

Employee survey and employee forum feedback

In the last 12 months you said...

The NRS core values are not meaningful or relevant anymore, could the PRIDE values be updated?

We have been engaged and discussed new targets and goals of colleagues with a NRS focused water bottle challenge and core values. The aim of these are to act as a daily reminder to adapt our values while at work. We will continue to work on ways to embed our values into our policies and ways of working, that way we can all bring the NRS core values to life on an everyday basis.

There is little opportunity for promotion at NRS

We launched a monthly 'localised' event so that we could share information about job opportunities and give insights into different job roles at NRS. Over the past 12 months more than 120 colleagues have been promoted, moved location or changed job roles, which represents a healthy 10% of our workforce. We have also approved more than 50 flexible working requests from colleagues to help support with the balance.

Can the benefits on offer to colleagues improve?

We have launched a benefits portal called Salary Tools, where you can apply to join the salary scheme, sign up to other staff discounts and seek assistance and advice on wellbeing matters. We will continue developing the portal over the next 12 months.

Can we do more to recognise the great work that colleagues do?

In 2020 we launched the NRS GEM awards so people can be recognised by colleagues or customers for doing the extra mile and for demonstrating our core values and behaviours. We will continue to look for ways to recognise the great work that colleagues do.

Our internal communication needs to improve

We have put new communication resources in place through CEO briefings, HR events, poster campaigns and using MyVoice and Sharepoint. We also have our new peer-to-peer platform Connect, which enables all colleagues to engage with each other sharing knowledge and information.

Sometimes the way my manager deals with people situations could improve

We are delivering line manager training courses to help build manager knowledge on dealing effectively and fairly with individual and team performance. Colleagues who also mentioned that they had any concerns about how situations are being handled may contact their line manager or contact the HR team to discuss further.

Can NRS recognise long service?

A long service scheme celebrating 10, 15 and 20 years NRS service was launched for January 2020. The scheme celebrates colleagues' longevity of service at NRS. As a thank you we issue a certificate and gift up to 10 days days off called holiday days.

Can we make the working environment healthier and break times fairer for colleagues who don't take smoking breaks?

We changed our smoking policy to strictly ban smoking on NRS premises and restricted colleague smoking to the back roads only. We also offer financial support to colleagues who want to quit smoking, including nicotine patches.

Could NRS offer employees any counselling support?

We have changed our Employee Assistance Programme and improved the service offered to our colleagues. Depending on the nature of the issue, counselling or advice can now be provided by an NRS colleague free of charge by fully qualified professionals. Download the My Healthy Challenge app and use the code NRSCT2020.

Could NRS provide seasonal flu vaccination for all employees, not just those who work in the community?

Since the autumn of 2020 all NRS colleagues regardless of what job role you can now receive seasonal flu vaccination for free up to £10 for the cost of a seasonal flu vaccine. See the NRS website for more information on how to book your seasonal flu vaccine.

Season's Greetings

Dear colleague

We thank you for your support in 2020. 2020 has been a difficult year for everyone. Despite this you have been providing world class service to deliver our products and services to the community in our communities. We should all be proud of the contribution we have made.

We're pleased to announce we have a new Season's Greetings Programme at NRS. Our new L&L is delivered through a community of people. The L&L has some great advice about staying safe at home and work. We will be able to offer seasonal greetings. You must also be able to manage your time effectively, because time is the most precious resource.

To access the L&L you first need to download the L&L app. The L&L app is available on the App Store and Google Play. The first time you open the app it will ask you to log in. Once you've done this the app will be ready to use.

Download today. Password: 123456.

For more information visit <https://www.nrs.co.uk/seasonsgreetings>

Career progression

We want our colleagues at NRS to progress in their careers and access high-quality training that will help them unleash their potential.

NRS operates the 70-20-10 learning framework model, recognising that 70% of training is experiential workplace learning. Learning from others accounts for 20%, which includes feedback, mentoring, coaching and sharing best practice through networks. The remaining 10% of the training offer comprises e-learning, digital playlists, masterclass webinars, and accredited learning, including apprenticeships.

The prospectus at the NRS Training Academy offers a wide selection of mandatory and statutory training modules complemented by self-selected accredited qualifications, from level 2 training (equivalent to a GCSE qualification) right through to postgraduate degree level 7. Given that we work in a healthcare setting, quality assurance is vital, so our key modules, such as our health and safety learning, are accredited by the Royal Society for the Prevention of Accidents.



Spotlight: Apprenticeships

We offer apprenticeships – both to support local people into employment as well as an opportunity for training and professional development for our employees.

With over 20 apprenticeships on offer, we had over 40 apprentices taking up placements in the reporting year.



Here's what some of our apprentices had to say about their experience of courses with NRS.

“My apprenticeship provides me with a broader knowledge of skills to help me be more effective in specific management areas. Along my journey, I will also get a broad overview of key skills such as managing projects, managing change and creating and delivering operational plans. Of course, these are things I do in my day-to-day work; however, completing this qualification is giving me real confidence that I am working in a way that adds real value for NRS, my team and my development.”

“Everyone is in the same boat, juggling their work and studies. As a result, there is a high level of support. I also enjoy the theory behind what I do as an Occupational Therapist and making those connections to the workplace. Applying theory to real-life scenarios helps consolidate your learning and means you are continuously building on your knowledge throughout your apprenticeship.”

“I am grateful for the opportunity that NRS Healthcare has given me to undertake the Strategic Management and Leadership diploma. To achieve a postgraduate qualification delivered by a prestigious Russell Group has been amazing! The complex times we face bring novel challenges to organisations. I now feel more equipped to view and navigate challenges through a strategic lens, understanding how to effectively lead change, drive innovation through due process, manage projects and lead inclusively with integrity.”

Wellbeing

Here at NRS we define wellbeing as a culture of belonging and engagement. Everyone is encouraged and supported to look after their health and develop and enhance their skills, positively impacting our service for our customers.

Our wellbeing policy underpins our position that good wellbeing includes our employees' physical, mental, social, and financial health both in and out of the workplace. We recognise that our choice of initiatives, standards, individual engagement and leadership and management approach impacts our people and their wellbeing at work. We want to encourage our people to make informed choices and engage in positive behaviours. To support this, we have two mental health first aiders in place with plans to roll out one at each of our depots by the end of 2022. We also offer 'Mental Health First Aid' and 'Mental Health: Managing the Conversation' training for all employees within our Learning Academy. In addition, we regularly circulate content on wellbeing to our teams.

We encourage our people to look after each other at a fundamental level. We encourage them to check in with each other, have empathy and be confident about signposting support, either towards our digital wellbeing content or to reach out to our Employee Assistance Programme, which offers free, confidential support 24/7.

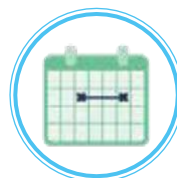
In terms of benefits, we offer enhanced annual leave (up to 38 days), enhanced maternity, paternity and shared parental leave, NRS product discounts, a gym scheme and a cycle-to-work scheme, amongst other initiatives.

Looking ahead, we will soon be developing and embedding a wellbeing strategy with set key objectives. Our strategy will be built on employee feedback and will recognise that NRS takes a holistic view of our employees' welfare.

Benefits



Holiday



Sick Pay



Pension



Childcare vouchers



Parking



Employee Competitions

Have you used your **NEW benefits platform?** Did you know you can benefit from exclusive access to:



Discounts on days out and nights in



Health awareness information



Shopping discounts



Savings on giftcards



Recognise your colleagues with an e-card – wish them a happy birthday, just say hello or thank someone for doing a good job



Bike to work schemes

To access these features – [click here to log in to the platform](#) and follow the instructions attached.



Don't delay; log in today!

If you have any difficulties or any questions please see the attached guidance.



Health & Safety

NRS is committed to providing our employees and visitors with a safe environment.

Our H&S policy is set at Board level and comprises a series of objectives and measures that we set for the year.

Health and Safety training is mandatory for all employees and we have worked hard to make training modules NRS-specific.

We utilise i-Auditor, a third-party platform, to collect our accident, incident, and near-miss data. Each site has access to a tablet to submit the relevant forms. There were thirteen RIDDOR reportable accidents this year.

Our Health and Safety Committee comprises members from every site, with the committee gathering once every quarter. The Board reviews our health and safety performance key indicators each month.



Spotlight

NRS Healthcare is delighted to have been reaccredited for its Health, Safety and Environmental suite of learning, by RoSPA (The Royal Society for the Prevention of Accidents), which deemed it excellent.

This stamp of assurance provides confidence the company's training meets the highest standards and offers the most relevant health and safety content to keep all colleagues' safety at the forefront of everything it does.

NRS Healthcare was first accredited by RoSPA in 2021 which means its safety training courses are all independently verified. The reaccreditation is now valid until 2024 and staff across the business are offered courses in health and safety, COSHH, awareness modules in DSE, Environmental, Fire Safety and Infection Control.



Diversity, Equity, and Inclusion



Commission a DE&I census to gather valuable data to shape our DE&I strategy

Diversity, Equality and Inclusion sit at the heart of our values. We understand that people are NRS's most significant asset and come from every walk of life, mirroring the communities we operate in and serve.

NRS aims to ensure that no employee, prospective employee or recipient of our services experiences direct or indirect discrimination on the grounds of gender, sexual orientation, age, marital status, social class, colour, race, ethnic origin, religion or belief, creed, disability, dependent responsibility or any other unjustifiable conditions. We are proud signatories of the Disability Confident Employer scheme to fully support this stance.

Our Diversity and Inclusion policy is designed to underline our firm commitment to being a place where all can bring their whole selves to work and where differences are embraced. We are committed to training our employees and line managers to ensure this is reflected in our people's work. We have several diversity and inclusion practices designed to ensure everyone can flourish and thrive, regardless of their differences.

In the near future, we will be commissioning a DE&I census so that we can gather the data required to prepare for our forthcoming DE&I strategy.



Spotlight: A team where everyone belongs



We were delighted to engage our first employee with Down's syndrome this year, welcoming Joseph, 22, to the team in Norfolk.

In partnership with the Down's Syndrome Association (DSA) Workfit programme, Joseph joined NRS on a 10-week work experience placement. After that, he joined the company on a permanent part-time contract working two days a week at the Norwich depot, as a warehouse operative.

“I was absolutely delighted to offer Joseph a permanent role here at NRS after his placement. He initially joined us for ten weeks to gain life skills and have an opportunity to work in a real warehouse environment. Over that time, he excelled in all the tasks he undertook. Joseph picks up different skills quickly and is always open to learning new things.”

Scott Sayer, Service Centre Manager, Norwich

Equal pay for equal work

We are committed to providing fair, clear and competitive wages and benefits for all employees with transparent, clearly defined pay scales for all roles across the company. This ensures pay, bonuses and benefits are not influenced by factors such as gender or ethnicity.

We have been reporting data relating to UK gender pay gaps since 2017 in accordance with UK statutory requirements. Our gender pay gap for this year indicated that men and women are paid within 0.22% of one another for doing the same work of equal value. This confirms that our efforts to provide fair compensation based on legitimate drivers of pay are working.

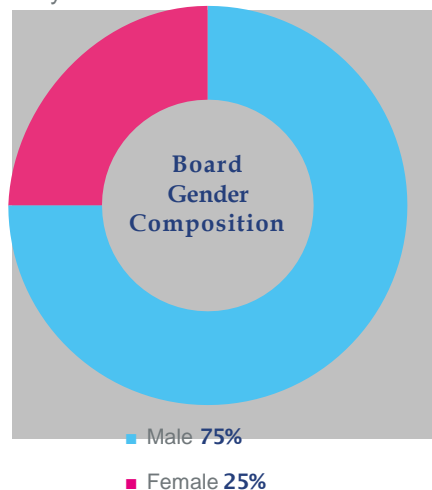


Robust governance

Robust governance

We are committed to achieving our business objectives in an honest, transparent and accountable way and sustaining a culture of integrity in everything we do. We understand the importance of robust leadership and know that strong governance is pivotal to our success. Our CEO, Board of Directors and Executive Team work together to set the strategic direction at NRS, ensuring our long-term success and viability and ensuring we pursue our sustainability targets. In addition, the leadership team are responsible for ensuring that our policies which convey clear guidance and our approach in a large number of areas are implemented, monitored, and improved.

The Board comprises the Chair and both Executive and Non-Executive Directors consisting of six men and two women, who meet monthly. The Executive Team reports to the Board and meets weekly. The Board also has several sub-committees – Audit, Remuneration, Risk and Health & Safety.



Responsible Business Group

Our Sustainability Committee, known as the Responsible Business Group (RBG), is tasked with driving forward our sustainability objectives. Comprising members of the Board, heads of departments, individuals from across the business and working groups that sit beneath, the RBG meets every month to review progress which is reported

formally to the Board. The RBG has taken ownership of the commitments we have made in this ESG Impact Report together with the recommendations put forward from the ESG Scoring Review conducted by Sustainable Advantage and will be working hard over the coming year to deliver on these sustainability objectives.

COVID-19 response

We understand our vital role in serving our community and meeting the needs of the most vulnerable. The health and welfare of our team members, service users, partners and the public remained a top priority during our pandemic response.

Following guidance from local government and public health authorities, we put in place measures designed to reduce potential transmission that would enable us to continue to serve those who depend upon our service. Each region developed localised plans based on several scenarios that would ensure the most urgent cases would continue to be served even if the most severe impact of the virus was experienced. These measures were continually updated as guidelines evolved, and we updated our plans to ensure our Service Users continued to get the equipment they needed when NRS staffing levels were lower than usual. Changes in government guidelines were handled smoothly and communicated to all our staff efficiently.

Equipment delivery supported hospital discharges, making ICES an essential service throughout the pandemic which meant NRS was running a 24/7 service with colleagues and managers on call around the clock. Customer Service teams worked to manage highly stressed professionals as well as vulnerable service users. Decontamination teams processed equipment from COVID positive homes and warehouse staff processed more equipment than ever. Drivers were on the front line, often entering COVID positive homes and working to reassure anxious customers. Colleagues committed to overtime, flexible working and even stepping into different roles to ensure services could continue to operate. We were incredibly proud that NRS colleagues met the challenge through collaborative partnership and exemplary communication with customers, the NHS, local authorities and with colleagues.

Risk management

Corporate risk management is something that is inherent to our business and is lived and breathed at NRS. Every business department – from fleet to IT to finance to supply chain - maintains a comprehensive risk register with risks reviewed regularly and reported to the Board monthly.

Business continuity and disaster recovery

Business continuity and disaster recovery planning are key elements to allow us to prepare for the unexpected. Each of our sites maintains a Business Continuity Plan (BCP), which considers risks to the business, such as natural, biological and technological hazards that could potentially result in significant impacts on service delivery and the company's viability. For example, some of our sites are at a heightened risk of flooding, so we ensure that contingency plans are made for adverse weather impacts. We test our BCPs annually to ensure that our teams are fully prepared to implement the plans if necessary and adjust as required.

Policy management

All NRS policies are available to all on our Sharepoint site, with physical copies available for those who do not routinely work with computers. Our policies are updated every 1, 2, or 3 years. If necessary, employees are routinely informed and trained when policies are revised or newly introduced.

Quality management

We provide the highest standards of quality for our services and supply chain. Therefore, quality and Environmental management are of the utmost importance to us, so we're ISO 9001 Quality Assurance and ISO 14001 Environmental Management accredited.

In addition, we are certified members of the Community Equipment Code of Practice Scheme (CECOPS), are British Health Trades Association (BHTA) approved, and are a TSA Member organisation (The industry and advisory body for technology-enabled care in the UK).



Whistleblowing

Our whistleblowing policy and procedure enables colleagues to confidentially report genuine concerns regarding serious malpractice in our business operations or our supply chains. The policy is available for colleagues on Sharepoint and noticeboards for those working in our depots or away from a traditional office setting. Any reported cases are directed to our Head of Human Resources and promptly investigated and resolved. There were no whistleblowing incidents in the reporting year.

We take a zero-tolerance approach to bribery and corruption. We are committed to acting professionally, fairly and with integrity in all our business dealings and relationships. This position is codified within our Anti Bribery and Business Gifts policy.

Data protection and cybersecurity



We must ensure that we handle all personal data securely and with integrity in compliance with General Data Protection Regulations (GDPR) and the Data Protection Act 2018. Our Information Security Management

System (ISMS) provides clear standards and guidelines to protect our information assets and the information entrusted to us by our partners from all potential threats, whether internal, external, deliberate or accidental.

We are ISO 27001 accredited and have a comprehensive cyber security strategy, supported by a series of robust policies to ensure that access to company data, systems, and our network is well protected. Cyber protection is integrated into the overarching NRS risk framework, and we maintain a separate IT risk register. The senior technology team meets monthly to review existing risks and threats, resulting in a continual roadmap to deliver items or projects.

To ensure our systems are continually monitored against threats, we are members of the National Cyber Security Business Group. We have subscribed to a beta service that monitors all external endpoints — scanning weekly and reporting to us on any vulnerability. Penetration testing takes place annually with the support of a third party, and we conduct internal scanning every month.

We are currently overhauling all our hardware and software in response to client requirements. Following this exercise, we will be looking to secure Cyber Essentials by Autumn 2022 and procure cyber risk insurance.





As part of our desire to ensure we adopt best practice within ESG, APEM engaged Sustainable Advantage to score us across 62 ESG areas. Each area is graded 0-4 with an overall score rebased to 100. An ESG action plan has been created following the scoring process and disseminated to the individual departments under the overall management of the ESG Committee. This process will ensure continued improvement during 2022 and 2023. We are tracking our progress year on year.

Working in partnership with:



An intelligent approach to energy, waste & sustainability

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