



ULTIMATE
FINANCE

Responsible Business Report

2024



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CEO Statement

Welcome to Ultimate Finance's updated Responsible Business Report, which I hope will provide insight into how we are tackling the Environmental, Social and Governance [ESG] challenges that are so important to our customers, communities and colleagues.



Josh Levy, CEO

We outline what being a responsible business means to us, and various objectives and commitments to demonstrate how we are embedding an ESG mindset.

Our Responsible Business Report reflects our journey and our core priorities to:

1. Minimise our environmental impact and be an advocate for sustainability
2. Provide a great working environment for our teams and positively impact the communities around us
3. Lead by example and deliver strong governance and ethical standards

Over the last 12 months we've seen real progress in our ESG approach with many of our initial objectives being met and some notable achievements across our business when it comes to making a positive impact. For me personally, some of the highlights include the following:

- Through the Ultimate Finance Treetly Community our employees have surpassed 1,000 trees planted – that's over 50 tonnes of CO2 captured. Treetly is an app that turns a user's footsteps into forests by planting trees
- The enhancement of our maternity and partners policy by an additional 50% - ensuring colleagues are receiving additional support at such a crucial time
- Being able to support a wide range of charities across the UK through our various charity initiatives, from volunteering days to funding contributions for employees own fundraising and the selection of the Motor Neurone Disease Association as our charity of the year for 2024. The MNDA was chosen by our employees and through a variety of fundraising activities we're proud to be supporting them amazing work they do

It's been brilliant to see so many people across our business getting involved in making a difference however they can. We're pleased with the great progress we have made against our objectives since our last report and yet, we recognise that there is still more that we can do to build a sustainable future for all. As a business, we understand the importance of being a responsible member of the financial services industry and acknowledge the crucial role we can play in making it fit for the future. I am confident in continuing to deliver our commitments and look forward to updating you on further progress in our next report.



Josh Levy
Chief Executive Officer

Ultimate Finance's ESG strategy



Our Vision

Ultimate Finance are a specialist asset-based lender, providing a wide range of flexible solutions to support the ambitions of UK businesses. Part of the Tavistock Group, an international private investment organisation, our vision is to be the funding partner of choice for businesses and introducers in the UK. We have lent over £10bn in our 22 years of business.

Ultimate Finance currently supports over 3,500 businesses with flexible funding solutions to help realise their potential through unlocking working capital, funding the purchase of assets and supporting property developers and investors with short term funding, all designed to ease business cashflow challenges.

What being a responsible business means to Ultimate Finance

Our Values are at the heart of our business and culture. We aim to treat our customers fairly, adhering to governing guidance and rules set for our industry. We value and support our colleagues, and build on our conscious efforts to minimise our environmental impact wherever possible. Together, these aspects have set our Environmental, Social and Governance (ESG) strategy.



Our Values



Decency

Doing the right thing by clients and introducers alike. Not about ticking boxes but looking at the bigger picture and finding the right solution.



Brilliance

Going the extra mile. Empowering colleagues so they have the authority and ability to make decisions and deliver the best possible service.



Enterprise

All about evolution, innovation and modernising our approach. Harnessing data and technology to improve speed, efficiency and overall experience.

Our ESG Strategy

As part of our ESG Strategy, we are now reporting our Scope 1 and Scope 2 emissions under the Streamlined Energy and Carbon Reporting (SECR) Framework. In addition, we will be measuring our progress on each of our objectives for ESG, providing regular updates as part of this Responsible Business Report.



1 Environmental

Minimise our environmental impact and be an advocate for sustainability.

Objectives:

1. Minimise the direct and indirect environmental impact of our operations and office estate
2. Raise awareness of environmental issues and priorities



2 Social

Provide a great working environment for our teams and positively impact the communities around us.

Objectives:

1. People Promise at the heart of the business – recognised as a rewarding and progressive place to work
2. Funding partner of choice powering economic growth and giving back to our communities



3 Governance

Lead by example and deliver strong governance and ethical standards.

Objectives:

1. Strong internal framework to enable effective decision making and controls
2. Leading by example by living our Values internally and externally, recognising and rewarding best practice behaviours

Environmental

Minimise our environmental impact and be an advocate for sustainability

Objectives:

- Minimise the direct and indirect environmental impact of our operations and office estate
- Raise awareness of environmental issues and priorities

In the last 12 months, we have completed a review of all our office estates across the country to align them to our ESG objectives where possible. This has included:

Reviewing of our Energy and Utilities usage

- Ensuring the energy we use is procured through renewable sources and working with landlords to ensure we can track and monitor our usage
- Introducing measures to reduce our energy consumption with temperature control units, LED lighting and moving IT servers to cloud-based solutions
- Working with landlords to install electric charging points and secure bike racks where possible
- Reviewing our Waste Management approach to add more recycling solutions to reduce the waste we send to landfill and actively choosing suppliers that align to our approach and use of more recycled materials

Minimising our environmental impact from our day to day activities by:

- Following adoption of our new car policy of fully self charging hybrid or electric, we are progressing towards our goal, with 65% of our car fleet now meeting this policy
- Continuing to manage our carbon footprint through our travel policy, hybrid working and schemes such as salary sacrifice for company cars and cycle to work
- Reducing our use of paper in our day to day processes by utilising new technologies to remove the need for wet signatures
- Enabling employees to turn footsteps into forests by planting trees based on steps through the app Treakly. By maintaining a daily walking habit of 5,000 steps just one individual can help fund mangrove reforestation – and because we knew our employees at Ultimate Finance are an active bunch this seemed like a win-win! As a business, we recently surpassed 1,000 trees planted via Treakly – that's over 50 tonnes of CO2 captured.

Greenhouse gas emissions and usage reporting under the Streamlined Energy and Carbon Reporting (SECR) Framework

- Data for electricity usage has been recorded from meters where we have them and estimates based on floor space for other offices. Data for transport has been derived from our expenses system and refrigerant leakage, from our air-conditioning servicer.
- Business travel has increased from 2022 levels as our sales and relationship management teams visit more introducers and clients. But with focus on the way we do business and the introduction of electric cars into the fleet options along with an electric car salary sacrifice scheme, mileage and emissions have not returned to pre-pandemic levels.
- Smart meters have been introduced to offices where we have direct control over the power supply and the air conditioning unit at our Bristol office has been upgraded and is regularly serviced to improve efficiency and reduce the potential for leakages.

kgCO ₂ e	2023	2022
Refrigerant	-	1,548
Electricity	50,711	42,847
Business travel	33,727	25,016
Intensity Ratio	2023	2022
Revenue in £m	46	40
kgCO ₂ e per £1m revenue	1,852	1,748

Greenhouse Gas Emissions and Usage reporting trends under the Streamlined Energy and Carbon Reporting (SECR) Framework

Raise awareness of environmental issues and priorities through our team of Sustainability Champions

- Upskilling our employees with the knowledge and tools to be able to engage with our clients and suppliers to promote awareness and best practice.
- We are exploring the development of green lending product features with a trial underway for Asset Finance

Our sustainability champions remain in place across the country and have ensured they have the skills, know-how and are committed to delivering the objectives we have set for our business. We have continued to communicate and share initiatives throughout the year. These have included:

- **Sunflower Growing Competition** linked to World Bee Day where we gave everyone a sustainable growing pot and sunflower seeds to grow at home
- **No Mow May** encouraging our gardeners to leave mowing the grass to provide space and flowers for bees
- **World Vegan Day** where we organised lunches in our offices for everyone to try vegan foods and challenge their taste perceptions
- **Great British Beach Clean** where we organised clean ups in local areas as part of our charity Give a Day initiative
- **Plastic Free July** where we encouraged everyone to use reusable and more sustainable plastic and avoid single use plastics
- **Big Energy Saving Week** where we encouraged everyone to take part in saving energy at home and at work



Social

Provide a great working environment for our teams and positively impact the communities around us

Our Objectives:

1. People Promise at the heart of our business – recognised as a rewarding and progressive place to work
2. Funding partner of choice powering economic growth and giving back to our communities

Our Commitments:

- ✓ People Promise
- ✓ Wellbeing & Mental Health
- ✓ Equality, Diversity & Inclusion
- ✓ Our Charity Approach



People Promise

Our People Promise is our commitment to our colleagues to continually strive to make Ultimate Finance a progressive and rewarding place to work. As a company we are fully accountable for our commitments and pledges; a collection of declarations describing what it means to work here. We strive to continuously bring these to life across our teams in the business, to make Ultimate Finance a great place to work.

Our success is determined by the collaboration between talented, motivated and engaged employees – our One Team approach seeks to produce the best results and work environment possible. To be able to deliver consistent and excellent customer service, we must make sure that we are continuously delivering the best employee service possible.

Evolution

At Ultimate Finance we're always looking at ways we can evolve our People Promise and build upon the solid foundations laid so far. With our People Promise well embedded and understood within the business, here are just some of the ways it has evolved in recently:

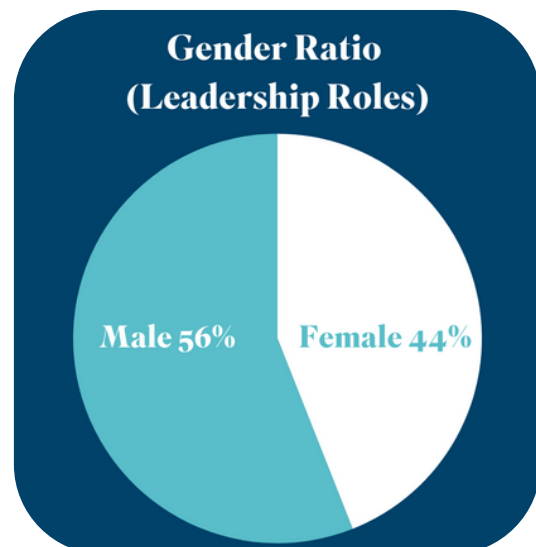
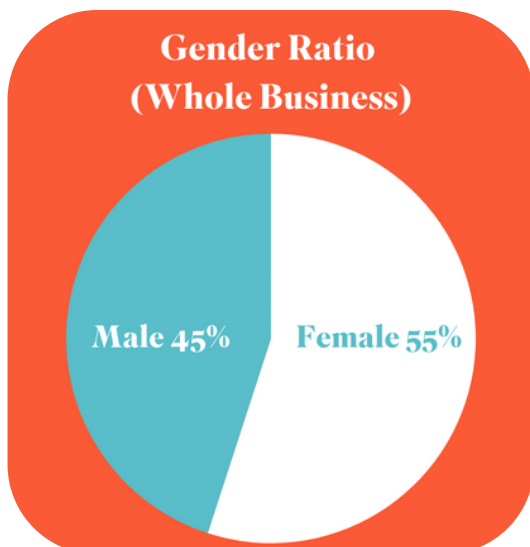
- Introduction and delivery of a two-tiered Leadership Programme. Delivered during 2023, we had 16 employees enrolled on our Emerging Leaders programme and 18 employees enrolled on our Experienced Leaders programme
- We've continued to embrace progressive and ambitious change when it comes to our employee experience, hybrid working, EDI and ESG objectives
- Further development of our role-based learning pathways and our defined Mentoring programme which is accessible to all employees across the business

Reward and recognition are also key elements of our people promise. Following feedback received in our 2023 employee engagement and a subsequent benefits pulse survey citing a desire for better understanding of our range of employee benefits, we undertook a project to do exactly that - bringing to life, improving accessibility and driving engagement with our wide range of benefits. This was achieved through a series of in-person employee roadshows with 11 roadshows carried out across our five office locations as well as online.

We were pleased to be able to enhance our range of employees benefits further during 2023 with the introduction of the following:

- Private Medical Insurance (PMI) through Vitality provided to all employees
- Enhancements made to our Maternity and Partners Leave Policy – increase in remuneration by 50%
- Launch and adoption of a platform dedicated specifically to Financial Wellbeing
- Launch of a new benefits portal through the Fizz Discounts and Cashback platform
- Launch and adoption of Wagestream, a financial planning app that gives employees complete control over their pay
- Regional Social Committees who organised regular events for our teams around the country, to come together and build relationships

We measure our Employee Engagement through our annual employee survey, and in 2024 our overall score was 84%, and our advocacy score was 86%, when employees were asked if they would recommend Ultimate Finance as a place to work.



Wellbeing & Mental Health

At Ultimate Finance we prioritise looking after the wellbeing and mental health of our colleagues. We strive to educate our employees and to eliminate the stigma that is often related to mental health. We recognise mental health in all its forms and celebrate wellbeing and good mental health as well as bringing awareness on topics that might previously have been perceived to be difficult to cover in the workplace.



We have a Wellbeing team who meet regularly to discuss and agree the relevant initiatives that we cover throughout the year which make up our Wellbeing calendar. This includes a team of trained Mental Health First Aiders (MHFA) who offer support, guidance and direction to colleagues in a confidential and safe space and also provide information on different initiatives we are covering, for example hosting a coffee roulette discussion session and sharing information on mental health topics.

Our Wellbeing hub is hosted on our intranet and offers links to further resources, information and content to raise awareness and engagement across a range of important topics. We also have Wellbeing noticeboards displayed in our offices, and our Mental Health First Aiders can be visibly identified in our offices wearing MHFA lanyards.

In line with our people promise, we continue to evolve our approach to Health & Wellbeing with a fresh approach to content, bringing in new platforms to ensure that we are covering topics that are current and relevant. Key to this has been utilising the expertise of our PMI provider, Vitality - a leading UK healthcare brand. Working more closely with them has allowed us to take a new approach to wellbeing, focusing on the centrally produced resources available to us through them.

As well as this, we are taking a more targeted approach to health and wellbeing within our workplace. Thanks to data gathered during a wellbeing pulse survey, we've been able to take a data driven approach and tailor our plans based on input from our employees about their own wellbeing. We will continue to provide support and signposting to all the resources, which further enhances the support we are able to deliver.

2023 saw the introduction of the following health and wellbeing initiatives:

- On World Menopause Day, we announced the official launch of our Menopause Policy and introduction of Menopause Champions, another example of our commitment to creating an inclusive and supportive workplace for all our employees
- The introduction of an online forum dedicated to health and wellbeing topics to encourage and promote ongoing discussion.



We introduced our Vulnerable Clients Policy to support employees in understanding a range of indicators of actual and potential vulnerability, and the needs that can arise from these vulnerabilities. We ensure that frontline employees have the skills to engage with these clients to seek relevant information to understand their vulnerability. We have an escalation process and support is in place so that our employees are supported when dealing with vulnerable clients. We have hosted webinars and published articles for clients and introducers on a number of mental health and wellbeing topics.

The results from our recent employee engagement survey were outstanding with the wellbeing question 'Ultimate Finance recognise and promote the importance of health and wellbeing' ranked very highly at an average of 4.2 out of 5.



Equality, Diversity & Inclusion

We are committed to following the principles for EDI, to respecting and valuing each other's differences, promoting equality, diversity, and inclusion, and encouraging individuals to develop and maximise their true potential. Since its launch in 2020, our approach to EDI is rooted in our People Promise and in our core value of Decency.

Equality, Diversity & Inclusion Score

86%

Mainstreaming EDI is our overarching goal. We have set specific objectives to help us achieve this and recognise there is a business, moral and legal case for EDI. Our EDI champions actively promote and encourage open discussions to aid our learning and understanding across a range of topics within EDI. In our 2024 Employee Engagement survey, we scored 86% for our approach to EDI.

As part of our EDI implementation, we have already delivered a range of important initiatives including our Flexible Working Policy, to support work life balance and personal obligations. We have implemented annual EDI training for the whole business alongside our Unconscious Bias training. We are using blind CVs during our recruitment process. We've set up EDI support channels, information shared each month from EDI calendar, raise awareness and understanding of EDI, celebrate diversity and break down barriers. Initiatives already mentioned above have been key milestones for EDI within our business this year in the form of our enhanced maternity and partners policy and menopause policy.

A key focus within our business during 2023 and into 2024 has been that of neurodiversity. The theme for our formal EDI training programme, delivered by our HR team for 2023 was "Neurodiversity and Cultural Intelligence" and we've utilised our internal communications platform to highlight the software available within our business to support and champion our neurodivergent employees.



Our Charity Approach

Through our charity focused initiatives, we're able to support a wide range of charitable causes in a variety of ways including fundraising, volunteering and raising awareness.

Charity Champions

A team of employees from across our business who have a passion for charity work and are responsible for coordinating and driving a lot of our fundraising and volunteering initiatives at a local and national level.

Give a Day

Local initiatives, identified by our champions, that we can contribute to with tailored groups from each office. This fits very well with our One Team approach, bringing together colleagues from the same office but different departments and acts as a constructive 'team building' approach alongside its charitable focus. Giving something back to local communities we work in. Throughout 2023 Ultimate Finance employees logged 484 hours of volunteering in support of local charities through our Give a Day Scheme.



Funding Contributions

Ultimate Funding Contributions form part of our Charity Programme and sees Ultimate Finance contribute towards its employees own individual fundraising efforts. Whilst fundraising and supporting charitable causes collectively is a big part of our Charity Programme, we recognise that lots of our employees regularly take on their own individual fundraising efforts for causes close to their own hearts. As a business, we want to take this step towards supporting them too. During 2023, through our Funding Contributions initiative, Ultimate Finance contributed over £500 to employees fundraising across the business.

Charities we have supported include:

- ✔ School of Hard Knocks
- ✔ Leeds & North West Food Bank
- ✔ North Bristol Foodbank
- ✔ Operation Christmas Child
- ✔ Toys on the Table
- ✔ Focus4Hope
- ✔ MIND
- ✔ Cancer Research UK
- ✔ Macmillan
- ✔ St Peter's Hospice Bristol
- ✔ The Trussell Trust
- ✔ Community of Purpose
- ✔ Dean Farm Trust
- ✔ Movember
- ✔ LOROS
- ✔ The Turing Trust
- ✔ The Marmalade Trust

2024 Charity of the Year – The Motor Neurone Disease Association

Our employees have voted the Motor Neurone Disease Association our Charity of the Year for 2024. Across the business we'll be undertaking various fundraising challenges for the MNDA. We're proud to be supporting the incredible work that they do.

The Ultimate Three Peaks Challenge

During 2024 Ultimate Finance will be taking our charity approach to new heights as we undertake the Ultimate Three Peaks Challenge. In September 2024, Ultimate Finance are taking on the three highest peaks in the UK - Ben Nevis, Scafell Pike and Snowdon, all in the name of charity. We'll be doing this in aid of our 2024 Charity of the Year – the Motor Neurone Disease Association.



Governance

Lead by example and deliver strong governance and ethical standards.

Our Objectives:

1. Strong internal framework to enable effective decision making and controls
2. Leading by example by living our Values internally and externally, recognising and rewarding best practice behaviours

Our Commitments:

- ✓ Doing Business Responsibly
- ✓ Financial Crime Prevention
- ✓ Anti Corruption
- ✓ Data Protection



Doing Business Responsibly

Doing the right thing sits at the core of our values as a business. We continually strive for good business practice and that we do business the right way. We also expect this of our business partners and create governance processes that help everyone to deliver on that expectation.

It is the same with our employees – they are encouraged to speak up and challenge the way we do things, so that we can create open and honest relationships with our employees, clients and business partners. All employees have a range of mandatory training sessions to complete through our Learning & Development platform which ensures understanding and compliance across a broad spectrum of topics covered under our responsible business objectives.

We fund businesses solely within the UK and ensure that our operations comply with all the relevant legislation. This is the same with our tax status – all our income arises in the UK and therefore we are accountable to the relevant tax authorities and ensure that we meet the obligations expected of us.

As a responsible business, there are some industries we won't fund. This is usually because we have assessed them to carry unacceptable levels of risk from a credit, governance and reputational perspective and where making funds available may not have a positive impact on the wider community. These sectors are clearly set out in our Risk Appetite Statements and some examples are:

- Trading in furs and animal testing
- Tobacco and Vaping
- Gambling
- Firearms and arms trading



Anti Corruption

We want to conduct business in a way that is transparent and fair to all. We have created an Anti-bribery and Corruption Framework which ensures that we comply with our obligations under the Bribery Act 2010 and helps us to deliver transparent and open relationships with anyone we work or partner with.

Data Protection

We know that the data we collect is important and that our clients and any individuals who partner with us, should feel confident that we will safeguard their data properly. We ensure we adhere to all current legislation, and our approach to data protection is done by design, and helps us achieve it, we have created a Data Governance Framework which is designed to protect the data we receive and ensure that we are always embedding best practice within our operations.

Cyber Security Policy

We work hard to protect our business and our data from any form of cyber attack, and as part of our approach have adopted a range of processes and training for our business. These include:

- Certifications – we maintained our Cyber Essentials Plus certification.
- Suppliers – we continue to ensure our suppliers adopt best practices in cyber security and information governance.
- Single Sign On (SSO) – we have now adopted SSO as a standard default for any new systems. In addition we have activated multi-factor authentication (MFA) where possible on legacy systems and continue to encourage all suppliers to SSO.
- SharePoint – as part of our initiative to move to cloud-based servers, all our client data was moved from server file shares to SharePoint to improve security and governance.
- Engaged with our core system platform with Microsoft and their Cyber Security team to review our security systems.
- Training for all our teams on how to spot potential cyber threats through emails and other access points in our business. We recently ran two National Cyber Security Centre exercises with our Executive and Leadership team as part of the Strategy Day. These will now form the basis of manager cyber response planning exercises planned for 2024. Cyber security is a core part of our strategy and is reviewed quarterly by our executive team.

Financial Crime

Creating robust and agile Financial Crime systems, is critical to ensuring that we lead the way as a responsible business and that we protect our clients and business.

All employees go through continual learning and development, so they are up to speed with the latest rules and techniques in spotting Financial Crime and managing risk. People are encouraged to share their knowledge and experience to help others make better decisions. But knowledge means nothing without the right tools. We continually monitor and make investment in systems and processes which support our employees to manage business risk and do the right thing. This includes being actively involved in the financial crime prevention ecosystem so that we can help others in the wider financial service community to stop further criminal activity.

Modern Slavery Policy

We have a Modern Slavery policy in place in relation to our suppliers and customers and a programme delivered through our learning management system which is designed to embed the policy into our ways of working by educating staff about the dangers of modern slavery and how they may come across it in their operational roles. We also have a Modern Slavery report published on our website and as at the date of this report have found no instances of modern slavery within our supply chain.



The Tavistock Group



The Tavistock Group

Ultimate Finance is part of the Tavistock Group, an international private investment company with a philosophy of generational investment for maximum impact. Their global investment portfolio is primarily focused on four key markets: real estate, hospitality, agriculture, and financial services. Within and beyond these markets, their holdings are diverse in nature and global in scale, spanning North and South America, Mexico and the Caribbean, Europe, Asia, and Australia.



The Tavistock Foundation and the Lewis family direct philanthropic giving to communities where the family often has a presence. Giving focuses on a range of issues, from education to medical innovation, and is customarily anonymous.

Beyond the Tavistock Foundation, some of the largest businesses within the Tavistock Group provide excellent examples of ESG in action. At Ultimate Finance we are proud to be part of a Group of companies that make large ESG contributions in areas such as environmentally friendly transportation through autonomous shuttles, hosting the world's first net zero carbon football game at the Tottenham Hotspur Stadium, and being a founding member of the Zero Carbon Forum via Mitchells & Butlers.

TAVISTOCK[®]
— G R O U P —

Tottenham Hotspur

Tottenham Hotspur F.C., the London based football club founded in 1882, is one the largest and most internationally recognised football clubs in the world, competing in the most watched sports league, the English Premier League.



Tottenham Hotspur is dedicated to minimising the environmental impacts of its activities across all Club operations, embracing initiatives and technologies that reduce its environmental impact whenever possible, working towards improving efficiency and sustainability across the Club at all levels - encouraging employees, suppliers and partners to do the same.

The Club's core policies are:

- Recycle any waste products generated across the Club where possible and increase waste diversion away from landfill
- Reduce single-use plastic footprint with the aim of eliminating its use across Club operations, seeking to source more environmentally sustainable materials where possible
- Educate and inspire young people in our communities through the work of the Tottenham Hotspur Foundation
- Promote alternative forms of transport for fans and staff to and from the stadium and Training Centre that have a reduced impact on the environment
- Identify locally and sustainably sourced food options to cater for various dietary requirements, including plant-based food options, at our stadium



The Tottenham Hotspur Foundation

The Tottenham Hotspur Foundation is the Club's award-winning charitable body. It has a long established, productive and valued partnership with its local communities where there are significant socio-economic challenges alongside aspirations, potential, talent and opportunity to create, deliver and sustain positive change.

The work of The Foundation and its supporters directly touches the lives of people across North London every day.

Tottenham Hotspur's new stadium development scheme, once complete, will have delivered 3,500 new jobs. To date, the Club and Foundation have worked to create 2,883 jobs for local people through a wide range of innovative and groundbreaking initiatives. They have worked with partners and a network of employers to create job opportunities across a range of industries including retail, education, construction, hospitality, IT and security.

Race to Zero

Tottenham Hotspur has proudly joined the UN Race to Zero, committing to halve its carbon emissions by 2030 and become net zero carbon by 2040. It follows the Club becoming a signatory of the UN Sports for Climate Action Framework, which supports and guides sports organisations globally to achieve climate change goals, in January 2021.

The Race to Zero high ambition track was launched at COP26 and aims to rally non-state actors – including companies, cities, regions, financial and educational institutions – to take rigorous and immediate action to work towards achieving net zero carbon in line with the Paris Agreement, with transparent action plans and robust targets. The Sports for Climate Action initiative calls on sporting organisations to acknowledge the contribution of the sports sector to climate change and a collective responsibility to strive towards climate neutrality for a safer planet. By signing the Framework, the Club has demonstrated its commitment to playing its part to ensure the sports sector is on the path to a low-carbon future.

For a third year running, the Club has finished top of the Premier League sustainability table produced by the UN-backed Sport Positive and published by BBC Sport.



Mitchells & Butlers

Mitchells & Butlers is a leading operator of managed restaurants and pubs. In total, they operate around 1,700 restaurants and pubs, serving around 130 million meals and 400 million drinks each year.



Mitchells & Butler's purpose is to be the host of life's memorable moments and they are committed to making every moment matter by operating in a more sustainable way. In 2019 they set a new sustainability strategy designed to address the key environmental issues facing our planet and to enhance societal contribution to society. In 2022 the ambitions were reassessed and, conscious of the urgency for change to address the current climate crisis, even more challenging targets have been set in each of the key focus areas – Net Zero emissions, zero landfill waste and reduction in food waste.

Key sustainability targets

- Net zero emissions by 2040
- Zero waste to landfill by 2030
- 50% reduction in food waste by 2030

Mitchells & Butlers have set objectives and key actions against three strategic sustainability pillars:

- Respect for the planet – a commitment to reducing emissions, tackling waste and protecting biodiversity
- Pride in offers – striving to deliver responsibly sourced products and menu options for everyone
- Care for communities – focus on supporting teams and the communities served

Planet

Objective: reduce the use of natural resources and find opportunities to contribute to the development of a circular economy

Key actions:

- Founding member of the Zero Carbon Forum which aims to develop a roadmap for hospitality to achieve net zero emissions by 2040
- Greenhouse gas emission baseline completed on FY 2019, including scope 1, 2 and 3 emissions
- Strategic initiatives to reduce greenhouse gas emissions part of Ignite 3 programme
- Focus on reducing waste and increasing rate of recycling
- Identification of opportunities within the capital programme to enhance sustainability of buildings

Offers

Objective: Reduce the negative impact of food and drink supply chain on greenhouse gas emissions, biodiversity and deforestation

Key actions:

- Participation in the World Resources Institute's Cool Food Pledge initiative which aims to reduce emissions of food supply chain with trials in two brands to being in FY 2022
- BBFAW tier 2 rating maintained and remains a key focus
- Supplier agreements set out sustainability expectations and standards supported by annual supplier conferences
- All direct palm oil from RFA approved sources, working with supplier on embedded soy

Communities

Objective: Increase the positive effect on people impacted by the business, be they employees, guests or the wider community

Key actions:

- Strategic partnerships with charities developed, including Shelter and Social Bite
- Enhanced employee wellbeing strategy and improved resources and tools available to employees
- Brand-driven relationships with local organisations and charities
- Modern Day Slavery policies enhanced following review performed by Stop the Traffik

Australian Agricultural Company (AACo)

Established in 1824, ACo is Australia's largest integrated cattle and beef producer specialising in grain fed beef and Wagyu beef production, and is the oldest continuously operating company in Australia.

Sustainability fundamentally underpins the success of ACo and the Australian agriculture sector in general.



AACo's Sustainability Framework aims to be a future blueprint, guiding decisions and committing the business to action with bold ambitions that shape agriculture to meet the needs of a changing world, protect and respect the foundation of nature and help communities thrive.

AACo has set five priority commitments in climate action, regenerating nature and animal health & welfare as a first step in bringing their strategy to life. These priority commitments along with ACo's extended commitments signal a broader program to come for tackling the material issues for the business and their ambition for sustainability.



Lake Nona

Encompassing 17-square-miles and located adjacent to the Orlando International Airport, Lake Nona is a master planned community that is home to world-class education, medical and recreational facilities, a medical city, diverse workspaces, retail centres, entertainment choices and residential options for all types of people seeking the best the city has to offer with all the conveniences of living within a dynamic, vibrant community.



The Lake Nona Institute is a non-profit, community-focused organisation that incubates, activates, and measures the impact of innovative technologies and programs as global models for building healthy, sustainable communities.

There are many incredible innovations within Lake Nona and below are just two examples of the scale of the investment being made.

Lake Nona is leading the way for alternative and environmentally-friendly mobility from the ground to the sky. The autonomous shuttle network, powered by BEEP, is part of Lake Nona's comprehensive sustainable transportation plan and since launching in 2019, the all-electric Move Nona autonomous shuttle program has carried 30,000+ passengers nearly 10,000 miles, and is today the largest and longest running single site autonomous fleet in the U.S. What started with two shuttles on a single route, has now expanded to include a fleet of 12 shuttles that travel along six different routes.

Furthering Lake Nona's commitment to partnerships and innovation, Lake Nona will feature the nation's first high-speed, electric air mobility hub servicing all-electric, vertical takeoff and landing (eVTOL) aircraft through the Lake Nona Vertiport. The aircraft delivers the same safety standards as today's commercial aircraft with substantially less noise, faster speeds, and zero pollution. The vertiport is projected to serve more than 20 million Floridians with eVTOL aircraft and is being built in partnership with German aviation company Lilium and the City of Orlando.



Medical City

Lake Nona's Medical City houses Lake Nona's Health & Life Sciences Cluster. This cluster of biomedical organizations and institutions allows for the co-mingling of ideas and talent that fosters collaboration and accelerates health innovation. Institutions include the University of Central Florida's Health Sciences Campus and College of Medicine, Orlando Veterans Affairs Medical Centre, Nemours Children's Hospital and University of Florida Research & Academic Centre. The forming of Medical City involved significant charitable donations of land for development and ongoing support for the institutions involved.

The 650-acre health and life sciences park known as Lake Nona Medical City is a landmark for Orlando and a premier location for medical care, research and education. Carefully planned and laid out, Lake Nona Medical City represents a deliberate strategy to create a centralized focus of sophisticated medical treatment, research and education in Central Florida.

Key aspects of Medical City include:

1. Nemours Children's Hospital: is one of the largest paediatric health systems in the US. In 2012 they opened their Lake Nona Medical City hospital bringing their comprehensive children's healthcare to Central Florida
2. VA Medical Center: a \$665 million, state-of-the-art facility providing local health care for approximately 400,000 veterans who call Central Florida home and is the first VA hospital built in the U.S. since 1995. The VA Medical Center offers 134 bed inpatient hospital, a 118 bed nursing home, a 60 bed domiciliary, an outpatient clinic, and a veterans benefit mini service center
3. The UCF Lake Nona Cancer Center: originally built as the Sanford-Burnham Medical Research Institute, UCF has taken over this facility and it is now home to cancer researchers, clinical trials and treatment for patients.

The Lake Nona Institute host the annual Lake Nona Impact Forum and is committed to building the Wellbeing Ecosystem of the Future. The Impact Forum convenes more than 300 global thought leaders to exchange ideas that directly impact individuals, companies, and communities across the world. The Forum typically explores the intersections of health, wellness, medical and scientific innovation.



Keeping Business Moving

