



SUPPLY CHAIN MANAGEMENT STRATEGY 2024-2027

Working in partnership towards a sustainable future



Contents

Our impact & objectives	6
Our governance	9
Our approach	13
Our client services	18
Our collaborations	21
Our key targets	24

Introduction

ERM is the world's largest advisory firm focusing solely on sustainability. We partner with the world's leading organizations to create innovative solutions to sustainability challenges that unlock commercial opportunities that meet the needs of today while preserving opportunity for future generations.

This strategy sets out our vision, objectives, approach and targets for sustainable supply chain management over the course of the next three years.

This strategy will be reviewed annually and performance against our targets will be detailed in the [ERM Sustainability Report](#).

Special thanks to the ERM employees who kindly contributed their photographic imagery for use in this strategy.

Front cover photo credit: Hanh Nguyen, Vietnam

Managing sustainability impacts across our value chain

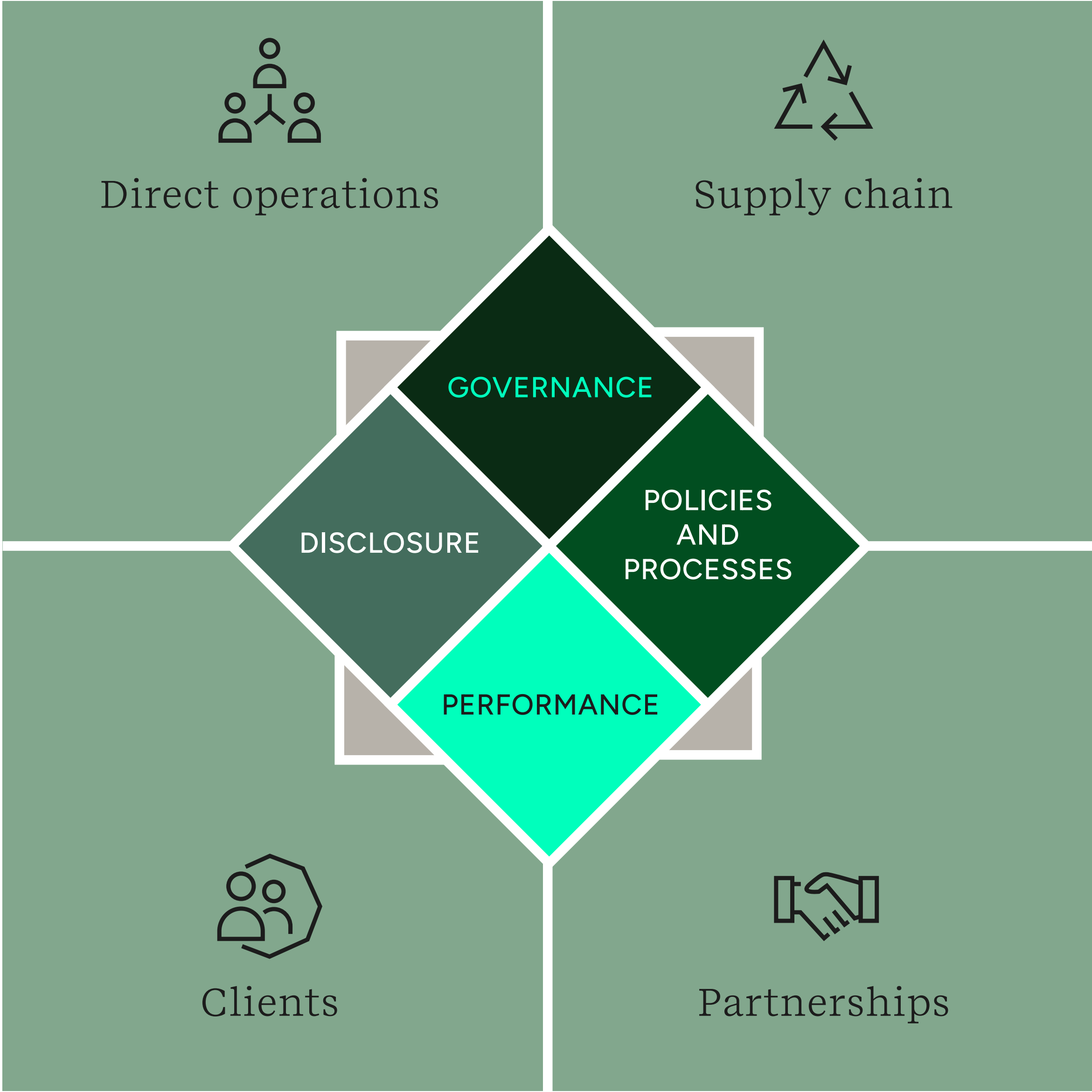
We adopt a value chain approach to our management of material sustainability-related risks, opportunities and impacts.

Upstream our value chain includes employees, partners and investors who are shareholders in the business, our offices and the materials required to support them. ERM has 149 offices in over 40 countries and territories and employs 8,000 people globally. For further information please refer to erm.com.

The primary focus of this strategy is ERM’s own supply chain, the composition of which is subsequently detailed.

Downstream, are our clients, the communities they operate in and their own supply chains, alongside partner organizations, global society and environment. Across our value chain, we seek to work with organizations who share our purpose and values in working towards a sustainable future.

Our value chain



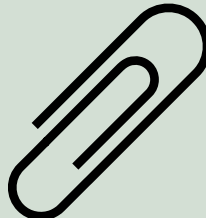
ERM's supply chain

We have conducted a detailed analysis of our supply chain to understand its composition, nature of suppliers, geographic scope and spend.

This analysis has informed our strategic approach to whom, how and where we will focus the additional requirements set out in this strategy for sustainable supply chain management.

Composition

The key categories of suppliers whom we procure goods and services from include:



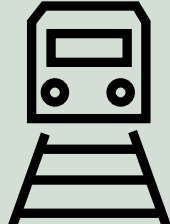
Office supplies including stationery, health & safety materials



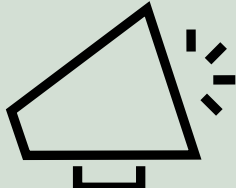
Facility services including office cleaning and recycling



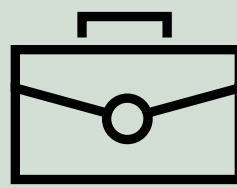
Digital services including cloud-based servers, hardware, software and building management services including internet and phone services



Travel, accomodation and meals related to delivering services for clients and our own organizational activities



Marketing services including event and website support



Professional services including legal and auditing



Subcontracted services including field services, laboratories, technical subcontractors such as surveyors, and construction/remediation services amongst others

Nature of suppliers

The nature of goods and services we procure has remained largely consistent in recent years. As we expand our service lines, so we have also commissioned specialist support to support our delivery to clients. By far the largest category of suppliers are our subcontractors, who support our services to clients.

Geographic scope

As our business has expanded both in terms of the countries we operate from and the wider countries we conduct projects within, so too has the geographical coverage of our suppliers.

Spend

We procure services from a broad range of companies and entities, encompassing multinational companies through to sole operators. To enhance resilience and ensure consistency with our standards and commitments, we have established global partnerships with some of our supply base and also engage in multi-year contracts to ensure continuity of supply.

Material threshold of suppliers

The primary focus of this strategy is on the elements of our supply chain that we have defined as material. These are suppliers whom we have assessed to represent the most material sustainability risks, opportunities and impacts to our business, assessed against our purpose, values and strategic sustainability objectives and informed by our enterprise risk management register.

Our primary criteria is spend. We are focusing on those suppliers with whom we have our greatest spend over the course of a financial year.

Supplementing spend are additional criteria which focus on material sustainability risks or opportunities:

- Geographical coverage: those operating in areas of geo-political instability, in areas of heightened human rights risk including modern slavery or in designated or protected areas of environmental interest;
- Goods or services which have an elevated carbon or wider environmental footprint such as travel or field services;
- Goods or services which have an elevated social impact, for example services directly engaging and impacting communities and/or specific sections of communities which require additional governance;
- Goods or services which require further sub-contractors and thereby extend the supply chain and require additional governance; and
- Providers with whom there is enhanced scrutiny required due to identified non-compliance or under-performance current or past, and where remedial measures have been identified.

These criteria and the suppliers whom we identify to fall within our material threshold, will be subject to ongoing review. New suppliers will be assessed against these criteria and will be subject to the additional requirements set out in this strategy.



Photo credit: Hanh Nguyen, Vietnam

Our impact & objectives



A material issue for our business	7
Our vision & objectives	8



Photo credit: Juliana Ramos, Argentina

A material issue for our business

Supply chain management represents one of ERM’s key material topics, as we look to enhance the sustainability governance and performance of our suppliers.

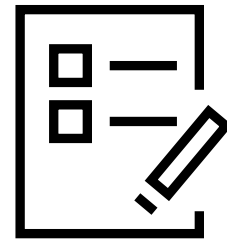
Governance

Risk: Determining whether there is adequate governance in place to drive incremental improvements in performance generally and specifically addressing key issues.



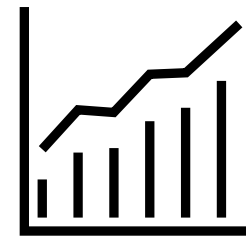
Diversity

Risk and opportunity: Engaging to understand the diversity of our supply chain and initiatives within our suppliers to promote diversity.

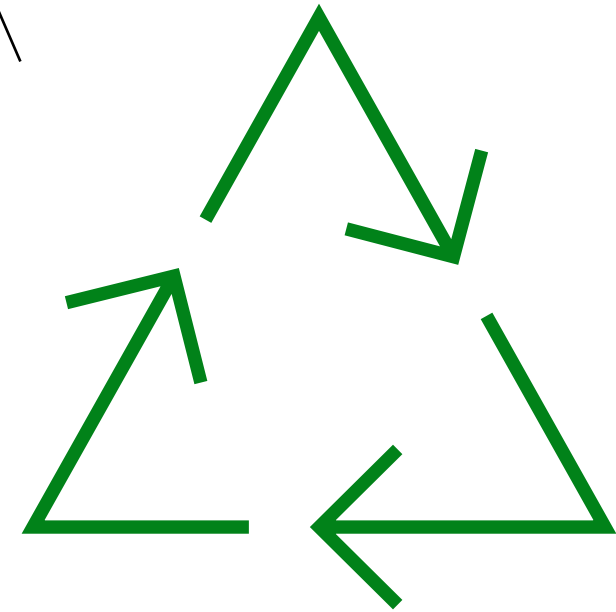


Data and reporting

Risk and opportunity: Working with our suppliers to support our ability to provide timely and accurate data and reporting in line with our commitments and accountability to stakeholders.



Supply chain



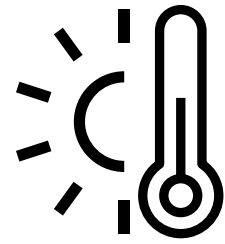
Human Rights

Risks: Understanding whether there are potential violations of human rights, including modern slavery within our supply chain and what remediation is in place.



Climate

Risk and opportunity: Whether our suppliers have their own decarbonization strategies and targets in place and opportunities for suppliers to support our own GHG emissions reductions.



Nature

Risk and opportunity: Understanding what impact the delivery of our services has on nature and whether there are opportunities to identify nature positive solutions.



Our vision & objectives

Our vision is to work in partnership with our suppliers to embed sustainability across their operational governance and management in line with our own purpose and values to shape a sustainable future. We will deliver our vision through our key objectives, which focus on our material risks, opportunities and impacts across our supply chain.



Photo credit: Riccardo Boniardi, Italy

Our governance

To enhance visibility, establish systematic data collation, report in accordance with our disclosure commitments and consistent with our commitment to be a sustainability leader.



Photo credit: Indradi Soemardjan, Singapore

Diversity

To support diversity within our supply chain in line with our diversity, equality, inclusion and belonging (DEIB) targets.



Photo credit: Vikrant Wankhede, Thailand

Human Rights

To evolve governance of human rights and modern slavery across our supplier base in line with ERM's Human Rights Strategy and our commitment to respect and protect human rights across our supply chain.



Photo credit: Uswah Aziz, Canada

Climate

To reduce the GHG emissions associated with the delivery of our services and promote decarbonization in our suppliers in line with ERM's Decarbonization Strategy and our commitment to reach net-zero by 2040.



Photo credit: Will France, United Kingdom

Nature

To promote sustainable management of nature systems within our supply chain in line with ERM's Nature Strategy and our objective of working towards a nature positive future.



Our collaborations

To collaborate with stakeholders to promote sustainable supply chain management in line with our commitment to thought leadership and maximizing our impact.

Our governance

Board oversight	10
Leadership & accountability	10
Our Supplier Code of Conduct	11
Due diligence	11
Grievance mechanism and remedy	12

Photo credit: ERM

Our governance

Board oversight of supply chain governance

The Board of Directors is responsible for the strategic direction, governance, and oversight of The ERM International Group Limited (as parent company of the ERM “Group”) on behalf of its stakeholders. The Board meets seven times per year to review performance and consider key strategic growth plans.



Supporting the consideration of supply chain management is the Environmental, Social and Governance (ESG) Risk and Sustainability Steering Group, which serves as an advisory committee to the Board. It works with the Board to identify and manage risks relating to ERM’s strategy, reputation, reporting and disclosures. This includes horizon scanning across evolving regulatory, client, and wider stakeholder requirements and expectations to inform our position on sustainability, including supply chain management, to protect ERM’s brand and commercial position.

Leadership & accountability

The Executive Committee (“ExCom”) has accountability for managing business operations and generally meets monthly to discuss performance and plans in support of this. ExCom is supported by the ExCom Sustainability Working Group, which advises on all aspects of operationalizing sustainability across our value chain, including our management of supply chain-related risks, operational strategy, programmatic priorities, target setting, and resourcing.

The Working Group has oversight and reports into ExCom on ERM’s Sustainable Supply Chain Strategy. This is undertaken as part of our wider approach to operationalizing sustainability and involves the identification of relevant KPIs/metrics which support our ability to drive performance in line with our stated commitments and strengthen our positioning as a credible leader of sustainable supply chain advisory services.

The ExCom Sustainability Working Group is supported by ERM’s subject-matter experts who support our

sustainability governance through informing our materiality assessment, strategic direction, performance review and disclosures.

Operationalizing sustainability across the business is managed by the Group Sustainability function, led by the Global Leader of Sustainability and Risk and supported by the Global Director of Sustainability and Head of Sustainability. Group Sustainability works in conjunction with wider corporate functions and senior management across our regions and business units, to deliver upon our sustainability operational programs and commitments, as set out in ERM’s Sustainability Report.



Photo credit: Hanh Nguyen, Vietnam

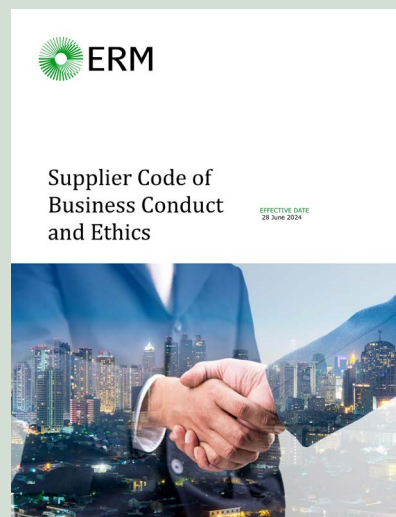
Our Supplier Code of Conduct

Adherence to The Supplier Code of Conduct (updated in 2024) is a contractual requirement and establishes the principles and standards of conduct that ERM expects of any person or entity who provides goods or services to ERM. This encompasses requirements relating to:

- Health & Safety
- Environmental leadership & sustainability
- Business conduct & integrity
- Human rights
- Confidentiality
- External communications

Any potential violations of the Code should be reported to businessconduct@erm.com

The Sustainable Procurement Policy helps to operationalize our supply chain strategy as it establishes the internal guidance and directs ERM employees to prioritize suppliers that have embedded sustainability, diversity, and ethical practices within their own organization and supply chain.



[ERM Supplier Code of Business Conduct and Ethics](#)

Due diligence

In selecting suppliers, we are committed to choosing reputable partners who share our commitment to ethical standards and business practices. We review our supplier's hiring practices, from asking how they recruit employees to requesting records that verify this. This can include thorough background checks and efforts to confirm submitted documents. A high degree of due diligence is conducted when engaging labor brokers, especially in high-risk jurisdictions. We are continuing to evolve our due diligence requirements as subsequently detailed in this strategy.

Strategic management of our supply chain is led by Group Operations, working in conjunction with other group functions including Sustainability and Risk, and our regional, country and business unit level senior leadership.

Under the framework of our project governance, Partners are responsible for adherence to our global strategies and policies in their role as Partners in Charge (PiCs) of the delivery of our work to clients. Project Managers support our PiCs in ensuring our suppliers are registered and vetted in accordance with our requirements.

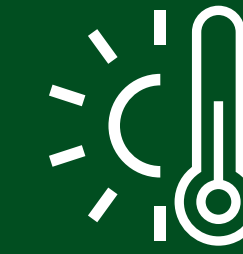
Supplier management system

ERM currently uses a third party portal to manage suppliers and specifically those whom we sub-contract our services to.

Our suppliers are subject to established requirements which includes adherence to:

- ERM's Supplier Code of Conduct and wider policies such as ERM's Human Rights Policy
- Health and safety requirements
- Legal and financial contractual requirements

ERM has four key sustainability operational programs, comprising:



1

Climate: decarbonizing our operations in line with our science-based targets.



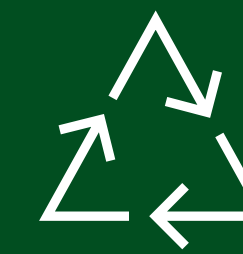
2

Nature: progressing our operations towards a nature positive future.



3

Human rights: respecting and promoting human rights.



4

Supply chain: enhancing supplier the sustainability performance of suppliers.

Supporting the delivery of these operational programs are ERM's suite of sustainability strategies, further information on which is set out in ERM's [Sustainability Report](#).

Grievance mechanisms & remedy

ERM has an established grievance mechanisms which support the use of suppliers in the delivery of our operations

The ERM helpline

Our reporting system, The ERM Helpline, was implemented in 2018 and is a service hosted by a third-party provider, Navex. It is available 24 hours a day, 365 days a year by phone or online and is available in 30 languages. Concerns about our business operations and any other form of unethical business conduct, including activities which may negatively impact sustainability can be reported anonymously without fear of retaliation.

Project Management Model: Supporting the delivery of our project work

Our Project Management model ensures that all ERM work is led by a Partner in Charge (PiC) with the support of a Project Manager (PM). It is the responsibility of the PiC and PM to ensure that all projects are conducted in accordance with ERM's policies and processes, and pursuant to ERM's purpose of being a sustainability leader. Should the Project Management Team have any concerns about the current or future use of suppliers, they are required to report these to the client relationship manager, Business Unit and Legal Counsel, as appropriate.

Suppliers and public

Our suppliers and members of the public, can communicate concerns or ask questions by emailing businessconduct@erm.com

Remedy

ERM is committed to investigating, addressing and remedying where possible and appropriate. We will take all appropriate measures to protect those who raise issues, as set out in our Whistleblowing Policy and issues can be raised anonymously through the ERM Helpline.

Our protocol for managing issues raised includes:

- Exploration of the issue or concern with the stakeholder who identified it (if known) and wider operational or project management team (if internal)
- All concerns will be escalated internally with appropriate business personnel, including Sustainability, Risk and Legal functions
- As appropriate, Legal will report to ExCom on the issue of concern and any proposed remediation which has been identified during the course of investigation
- Where the reported issue involves clients or client contractors and suppliers, the issue will be explored with the client and remedial measures identified
- Where appropriate, ERM will engage third parties, including law enforcement stakeholders to investigate identified potential incidences of modern slavery
- We are committed to addressing any issues promptly but do not put time limits of the duration of time we will take to investigate issues and identify appropriate remedy. We will, however, maintain engagement with those involved during the course of this time

Our approach



Our approach to enhancing performance

14



Photo credit: Luis Garcia, Mexico

Our approach to enhancing performance

Focusing on our material threshold of suppliers, we are adopting a six-stage approach to our strategic sustainable supply chain management, this comprises:

1. **Governance:** heightened governance is being applied to our material suppliers to specifically address environmental, social and wider sustainability expectations
2. **Systems:** enhancing our systems to facilitate our objectives and enable the depth and scale of visibility of supplier sustainability performance
3. **Engagement and capacity building:** evolving our approach and scale of engagement to support visibility and identification of performance
4. **Due diligence:** expanding our approach and depth of due diligence to cater our approach to suppliers at differing stages of their sustainability transformation
5. **Reporting and auditing:** supporting our ability to audit and disclose our supply chain performance in line with our reporting requirements and commitments
6. **Remedy:** applying remedial measures as required for instances of under-performance or non-compliance with our requirements





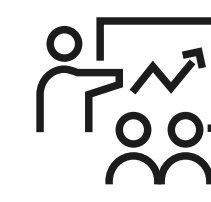
STAGES 1 & 2: Evolving our governance and systems

For suppliers within our material threshold, we are applying additional governance in the form of:

- Suppliers will be required to acknowledge their commitment to support ERM in delivery of this strategy
- Suppliers will need to be registered in our Supplier Sustainability Portal and comply with the additional requirements set out in this strategy
- Suppliers will be supported by our Sustainability Supply Chain Manager



Photo credit: Thien Nguyen, Vietnam



STAGE 3: Engagement of our supply chain

Engagement will be led by our Sustainable Supply Chain Engagement Manager and facilitated through our portal.

It will comprise a program of active interaction with suppliers, focusing on relationship building, communication of our objectives, visibility of our proposed program and requirements and ongoing liaison to facilitate the delivery of this strategy.

Through engagement we will facilitate quicker and more effective identification of issues, enable collaborative discussion and adoption of remedial measures and be able to track implementation.



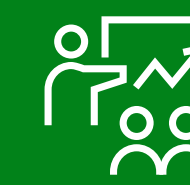
Stage 1

Stakeholder mapping,
data refinement and
planning



Stage 2

Supplier
communications
Defining supplier
expectations and
timelines
Supporting resources
Supplier data
collection channel



Stage 3

Data collection on
supplier governance
Capacity building
amongst suppliers



Stage 4

Enabling and tracking
supplier performance
Creating a supplier
scorecard for
demonstrating
progress
Reviewing supplier
science-based targets
Implement targets

We will focus our first stage of engagement with our top tier of suppliers and look to expand upon this as we progress with implementation of the actions set out in this strategy over the three year period. A review will be conducted annually and our engagement program will be updated accordingly.



STAGE 4: Expanded due diligence

ERM will continue to evolve the sustainability-related due diligence of our supply chain. This will be led by our Sustainability and Risk functions working in conjunction with Operations and Legal and liaising across our global operations. Key elements of this include:

With new suppliers

We will continue to evolve sustainability criteria in our supplier procurement exercises to prioritize procurement from those companies who align with our purpose and sustainability commitments.

With existing suppliers

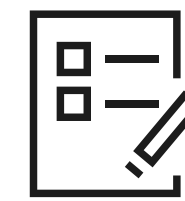
We will continue to develop the due diligence required of our suppliers with clear notification of ERM's requirements during procurement, as set out in the Supplier Code of Business Conduct and Ethics.

At country level

In partnership with our senior leadership at regional and business unit level, we will assess current and emerging sustainability-related risks associated with the procurement of goods and services in specific countries or jurisdictions within which we operate.

At service level

Working in conjunction with our service leads and technical communities across our global operations, we will assess current and emerging sustainability-related risks and opportunities associated with the delivery of our services. As part of this assessment, we will also identify where emerging technologies or practices for enhanced sustainability performance can be integrated into procurement of future goods and services.



STAGE 5: Data collation, auditing & disclosure

ERM is subject to increasing disclosure requirements from key regulations such as the Corporate Sustainability Reporting Directive (CSRD), the Corporate Sustainability Due Diligence Directive (CSDDD), and modern slavery reporting requirements across the jurisdictions within which we operate. We anticipate such requirements to continue to escalate and will proactively engage our supply chain to facilitate the provision of data which will enable the business to disclose. ERM also strives to meet wider stakeholder expectations with regard to the information we disclose on annually through our Sustainability Report.

To support our ability to disclose effectively and efficiently, we will require our suppliers to:

- Attest to ERM's Supplier Code of Business Conduct and Ethics
- Confirm commitment to this strategy, our vision and their contribution to the delivery of our targets
- Self-assessment of sustainability-related topics delivered through ERM's new supplier portal
- Report any incidences of suspected or confirmed human rights violations including those related to modern slavery
- Report any incidences of suspected or confirmed non-compliance with environmental or wider sustainability related regulations
- Carbon emissions inventories and specifically those associated with the delivery of our services
- Spend with diverse suppliers

ERM will seek to undertake audits with sections of our material threshold and/or with those whom incidences of non-compliance with this strategy and our requirements occur.



STAGE 6: Grievance mechanisms & remedy

ERM will work with our suppliers to ensure there are robust grievance mechanisms in place by which issues or concerns can be raised by employees within the respective supplier organizations and wider stakeholders such as members of the public. We will also look to ensure that suppliers are actively aware and communicating ERM's own grievance mechanisms to those employees working on the delivery of our services. Aligned to our own commitment to remedy, we will engage our suppliers to understand their own procedures and response in respect of remedy.



Photo credit: Jonathan Ung, United States

Our client services



Supporting our clients with their supply chains

19



Photo credit: Subiksha Arunkumar, Singapore

Supporting our clients with their supply chains

ERM brings expertise across all aspects of the product value chain, both strategically and operationally. We support clients to demonstrate robust, effective product stewardship programs that safeguard reputation and build competitive advantage.

Within ERM and supporting our client advisory services, we have over 500 supply chain subject matter experts (SMEs) delivering client work globally and have completed over 3,000 projects advancing sustainable products and supply chain.

Our global product stewardship and supply chain team helps clients bring products to market safely, sustainably, and in compliance with global regulations, in a way that also meets their business goals and satisfies key stakeholders.

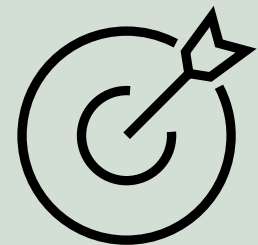
Our approach focuses on three key aspects:

- **Ensuring Global Product Stewardship** – Partnering with clients to support product compliance, access to raw materials and end markets
- **Creating Sustainable Supply Chains** – Embedding effective ESG management practices in our clients’ supply chain and suppliers to keep their products in the market at the right time and at the right cost
- **Driving Product Sustainability & Circular Economy** – Partnering with clients to support sustainable product design and circular economy efforts



Photo credit: Angela Levert, United States

How ERM supports clients in their sustainable supply chain journey

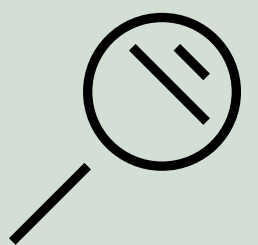


Commit

Determine your level of ambition, goals and expectations considering business goals and stakeholder expectations

Activities can include:

- Peer benchmarking
- Business case development
- Sustainable procurement policy
- Due diligence process
- Supplier code of conduct
- Maturity assessment
- Initial goal/KPI setting

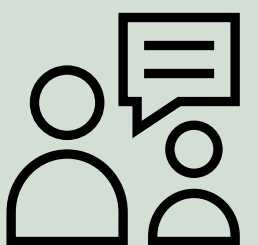


Assess & plan

Understand the scope, and define focus of the journey based on business and sustainability value

Activities can include:

- Supply chain mapping
- Risk assessments: geopolitical, human rights, resilience
- Product/packaging/market assessments
- Standards development
- Supplier segmentation and prioritization
- Plans: supplier engagement; design, source, make, delivery and recycle/reuse stages of supply chain
- Scope 1, 2, 3 assessment

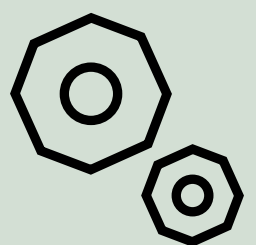


Engage

Achieve buy-in through transparent engagement and communication

Activities can include:

- Supplier self assessments
- Supplier auditing
- Human rights impact assessment and validation
- Training and awareness
- Set expectations for performance and continuous improvement
- Two-way digital communications



Manage

Operationalize your strategy and report on progress against goals internally and externally

Activities can include:

- Embed standards into supplier selection
- Monitor and manage changes/risks to Design/Make/Delivery plans
- Incentive processes
- Supplier scorecards
- Corrective action plans/roadmap improvements
- Internal/external reporting

More information on our service lines, including Sustainable Supply Chain, can be accessed at www.erm.com

Our collaborations



Our partnerships	22
The Sustainability Institute	23
The ERM Foundation	24



Photo credit: ERM

Our partnerships

Consistent with our purpose of working with the world's leading organizations to shape a sustainable future, ERM partners and collaborates with organizations across the globe who are promoting supply chain and wider sustainability transformation.

This includes organizations like the World Business Council on Sustainable Development, The Association for Supply Change Management and Circular Electronics Partnership amongst others. For details on our wider partnerships and collaborations, please refer to ERM's Sustainability Report.



Photo credit: Cindy Aponte, Colombia

ERM Sustainability Institute

We also contribute thought leadership through the work of our subject-matter experts and the ERM SustainAbility Institute.

The ERM SustainAbility Institute is one of our key platforms by which we deliver thought leadership on nature and the broader sustainability agenda. The purpose of the Institute is to define, accelerate and scale sustainability performance by delivering actionable insights for business. Publications, blogs and podcasts on nature can be accessed at: [ERM Sustainability Institute](#).

Blogs:

- [Four steps to bolster renewable energy supply chains](#)
- [Demystifying CSDDD: Getting off to a good start with the EU's latest ESG milestone](#)
- [From mapping to transformation: A pathway towards sustainable tech supply chains](#)
- [Addressing stakeholder concerns to accelerate critical minerals production](#)

Podcasts:

- [Sustainable seafood featuring Thai Union](#)
- [Engaging with investors on ESG issues featuring Vale](#)
- [SEC climate disclosure featuring Steptoe](#)



BLOG

Demystifying CSDDD: Getting off to a good start with the EU's latest ESG milestone

By Morgane Kroon, Jelle van der Stempel, Ranke Rotering, Emma Albertone

11 April 2024

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ARTICLE

Responsible Mining of Critical Minerals - Gaining Stakeholder Confidence with Integrated Compliance, Assurance, and Certification

By Glenn Keays, Judy Fedorowick, Susan Lasecki-Cairo, Ramesh Narasimhan

12 June 2024

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REPORT

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Demystifying CSDDD: Getting off to a good start with the EU's latest ESG milestone




Sustainable Connections

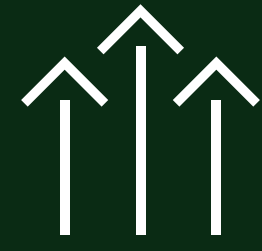
PODCAST 10 JUNE 2024

In our latest podcast, Mark Lee talks to General Atlantic about scaling climate private equity investment.

 **HOSTED BY MARK LEE** [LISTEN](#)



Our key targets



Key targets for 2024-2027	25
Transparent & accessible reporting	25

Photo credit: Alma Chen, Hong Kong

Key targets for 2024-2027

Our targets align with our identified key risks, opportunities and impacts, as identified through our double materiality assessment and our enterprise risk management register. Our focus will be on early adoption or implementation of targets during 2024, proceeded by ongoing review and development as required for the remaining duration of this strategy 2025-2027.

Strategy & governance

- Review and evolve policies as required
- Roll our extended governance requirements, including supplier sustainability self-assessments, across top tier of suppliers
- Further embed sustainability requirements in procurement criteria
- Conduct annual review of strategy update as appropriate
- Continue to support leading organizations through the participation of our subject matter experts
- Continue to provide thought leadership through the Sustainability Institute
- Review and update grievance mechanisms and remedy as required

Engagement & management

- Evolve supplier portal
- Conduct supply chain risk due diligence assessments
- Implement carbon and human rights supplier engagement program
- Identify diverse suppliers; set supplier diversity targets and monitor spend/disclose progress against targets
- Support capacity building in our supply chains through supplier engagement

Data & disclosure

- Collate expanded scope of supply chain data and disclose in alignment with CSRD and wider reporting requirements
- Disclose further human rights performance data in alignment with Modern Slavery Acts in the UK, Canada, and Australia
- Collate and report on supplier emissions consistent with the Science Based Targets initiative requirements
- Undertake external audit and assurance

We will report upon our progress against these targets in our annual Sustainability Report.



Sustainability is our business