This sustainability report presents our status and plans for the period 1 January 2021 to 31 December 2021 (FY21). It has been produced to provide our stakeholders with a transparent account of where we are and where we are heading as we embark on our sustainability journey.

Feedback
We value feedback from our stakeholders. Please forward any comments on this report or requests for additional information to sustainability@slrconsulting.com.

How to use this report
This Sustainability Report is an interactive PDF and is designed to be viewed with Adobe Reader, or iBooks if viewed on an Apple mobile device. Interactive functionality may be limited when viewed in a web browser.

Links through the document to further information
Underlined copy to more content

- Link to web pages
- Link to additional pop-up content

<table>
<thead>
<tr>
<th>Contents</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Overview</td>
<td></td>
</tr>
<tr>
<td>4 Message from the CEO</td>
<td></td>
</tr>
<tr>
<td>5 Highlights from 2021</td>
<td></td>
</tr>
<tr>
<td>6 Who we are</td>
<td></td>
</tr>
<tr>
<td>9 Our Approach</td>
<td></td>
</tr>
<tr>
<td>10 Our approach to sustainability</td>
<td></td>
</tr>
<tr>
<td>11 Our Culture</td>
<td></td>
</tr>
<tr>
<td>12 Our Culture</td>
<td></td>
</tr>
<tr>
<td>13 Our People</td>
<td></td>
</tr>
<tr>
<td>14 Overview</td>
<td></td>
</tr>
<tr>
<td>15 Looking after Our People – our approach to Health, Safety and Wellbeing</td>
<td></td>
</tr>
<tr>
<td>19 Investing in Our People – our approach to Career Development and Talent Management</td>
<td></td>
</tr>
<tr>
<td>21 Providing opportunities for all Our People – our approach to Diversity, Equity and Inclusion</td>
<td></td>
</tr>
<tr>
<td>25 Our Business</td>
<td></td>
</tr>
<tr>
<td>26 Overview</td>
<td></td>
</tr>
<tr>
<td>27 Governance framework</td>
<td></td>
</tr>
<tr>
<td>30 Resilience – our approach to Risk Management</td>
<td></td>
</tr>
<tr>
<td>34 Our Planet</td>
<td></td>
</tr>
<tr>
<td>35 Overview</td>
<td></td>
</tr>
<tr>
<td>36 Climate change and greenhouse gas (GHG) emissions</td>
<td></td>
</tr>
<tr>
<td>40 Environmental management</td>
<td></td>
</tr>
<tr>
<td>42 Communities</td>
<td></td>
</tr>
<tr>
<td>45 Our Clients</td>
<td></td>
</tr>
<tr>
<td>46 Overview</td>
<td></td>
</tr>
<tr>
<td>47 Client impact case studies</td>
<td></td>
</tr>
</tbody>
</table>
Overview

Global leader in environmental and advisory solutions
The past two years have been momentous ones for the world economy with countries and organisations everywhere tackling the Covid-19 pandemic while trying to stay on a positive path of economic growth and development. Alongside this existential shock, we are also seeing further acknowledgement of the need to tackle the climate emergency and plot a route to a more sustainable future.

Our ambition is to be a global leader in environmental and advisory solutions: helping our clients achieve their sustainability goals. Given that sustainability is our core business, we recognise the greatest contribution we can make to this agenda is through the advice we offer our clients. We’re proud both of their and our achievements in this regard, but we can and will go further. Our strategic plan focuses on having an even greater positive impact in the years to come, be that through existing services or through those we are looking to develop or acquire for the future.

We recognise we must also lead by example in our own operations and know that there are always improvements to be made. As we demonstrate in our client work, we are looking to set a high bar, be transparent, deliver on our promises and strive for better. This report highlights the progress we have made as a business in 2021, but also signals where and how we will improve.

As a mark of our commitment to continuous improvement, in 2021 we joined 1,000+ global businesses in signing up to the Science Based Targets Initiative’s (SBTi) Business Ambition for 1.5°C. This commits us to measuring our full value chain emissions and to set a science-based Net Zero target within the next two years, and challenges us to drastically reduce our emissions in line with climate science. We also joined the United Nations Climate Neutral Now campaign, committing to make our operational emissions climate neutral by 2030. This complements our long-term SBTi commitment and demonstrates our support for industry partnership and collaboration.

Of course, this report covers more than climate action and I am particularly pleased to see the launch of both our new Global Culture and Diversity Council and our Human Rights policy. Also our progress on the health, safety and well-being of our people will always to be a top priority.

Our progress on commitments will feature prominently in future Sustainability reports. I trust you find this year’s report to be informative and I look forward to updating you on further progress next year.

Neil Penhall
Chief Executive Officer
Highlights from 2021

- **Commitment** to being Climate Neutral by 2030 / SBTI “Business Ambition for 1.5°C”
- **Completed** 4 acquisitions further enhancing our sustainability offering to clients
- **Growth in staff numbers to +2,000**
- **Navigated** Covid-19 pandemic successfully
- **Launched** our new key Safety Principles
- **Received a** RoSPA Health at Work Award
- **Launch of** Global Culture and Diversity Council
- **Launch of new** Human Rights Policy
Who we are

SLR is a global leader in environmental and advisory solutions: helping clients achieve their sustainability goals.

Founded in 1994 as a UK business, SLR now operates as a global company with more than 2000 people delivering client solutions across six regions. We have grown both organically and through welcoming other like-minded businesses and teams with a similar ‘One Team’ culture into the SLR group, ably supported by our principal investor, Charterhouse Capital Partners.

2,000+ STAFF with a collaborative ‘One Team’ culture

35+ TECHNICAL SERVICES
Environmental, Engineering, Scientific, Advisory

6 REGIONS
with over 8,000 live projects covering every continent

100+ OFFICES
in 13 countries
Leadership

Our leadership team heads up a business of talented, experienced and committed professionals working together in a collaborative and entrepreneurial ‘One Team’ culture.
Scale and scope of operations

We advise and partner with clients at every point of their project life-cycle, from strategy and design, through compliance and operations, to end-of-life and remediation, in sectors including the built environment, financial, and mining and minerals. We offer a wide range of environmental and advisory solutions, which we have expanded over the years through strategic acquisitions.

In 2021, we completed acquisitions of Vectos, Corporate Citizenship, 360 Environmental and Optimised Environments (OPEN), adding to our portfolio capabilities in mobility, landscape planning, sustainable infrastructure and ESG strategic advice.

Clients

Click on an industry sector to learn more

**Built Environment**
Investors, developers, regulators, policy makers, landowners

**Energy**
Energy majors, independents, NOCS, financiers, governments

**Financial**
Banks, private equity, investment trusts, investors, advisers

**Infrastructure**
Transportation, public works, delivery partners, waste mgmt.

**Manufacturing & Industry**
Consumer, food & drink, pharma, chemical, forestry, agriculture

**Mining & Minerals**
Mining majors, independents, aggregates, banks, investors

**Power**
Regulators, producers, generators, network operators, end users

Objectives

In 2020, we developed objectives to form the foundation of our five-year group strategic plan. This plan is all about building on strong foundations, supporting growth across our regions, sector and services and seizing new market opportunities. In doing this, we will deliver great outcomes for our clients and opportunities for our teams to continue to work on interesting projects, collaborate with colleagues and develop their careers.

1. **Be our clients’ partner of choice**
Strategy, design, approvals, operations, and end-of-life

2. **Be the place to work in our sector**
Attract, develop and retain the best

3. **Lead on environmental, social & governance (ESG) services**
Delivering advice, insights and value

4. **Be a balanced, successful & growing business**
For our people, clients, investors and communities
Focused, impactful and transparent
Our approach to sustainability

Ever since SLR was established in 1994, we have offered consultancy services related to sustainability.

Today, sustainability services remain the core of our business and succinctly define what we do and who we are. We aspire to be a global leader in the provision of such services, with our overall company mission being “helping clients achieve their sustainability goals”.

It is not surprising therefore that sustainability is of great interest and importance to many of our stakeholders; our clients, our staff, our suppliers, our investors, the regulators with whom we interact, and the communities in which we live and work.

Historically, we have focused on our external-facing services, and the good that these services do in helping deliver sustainable outcomes. While this is still our largest opportunity to make a positive impact, we recognise we need to “walk the talk” in relation to our own sustainability performance.

Our internal approach to sustainability is framed by our 5 Elements strategic framework, which provides clarity on what we are trying to achieve in five inter-related areas of our business, many of which map to specific stakeholder groups;

Our Culture, Our People, Our Business, Our Planet, Our Clients. Within each of these areas we have plans to deliver certain outcomes, many of which relate to sustainability.

During 2021, we measured our performance against a range of indicators in each of these areas and started to develop more focused plans for performance improvement; the progress we made during the year is presented in the following sections of this report.

For 2022 and subsequent years, we have set clearer targets for performance against a range of indicators; these are also set out in this document.

In 2022, we will focus on adopting best practice and gathering better data on many aspects of our performance. We will also undertake a formal materiality assessment to help to refine our strategies and the scope of our KPIs and targets. Through improved focus on targets and the impacts of our activities, we aim to improve our performance in all areas, and will be open and transparent about our achievements during that journey.
OUR Culture

‘One Team’
Our Culture

Our ‘One Team’ culture lies at the heart of who we are as a business, and we believe it is what sets us apart from many other companies.

We are proud of how we treat people and the environment we provide. We are actively focused on maintaining this culture as we grow. For most of our staff it is a key reason why they work for us. When we acquire new businesses, it is the conversation that our new colleagues most want to have.

Our ‘One Team’ culture is about everyone pulling together in the same direction and acting for the good of the business and our stakeholders at all times. It is about preventing barriers or silos from developing that might stop this from happening. It is about putting aside self-interest and parochial thinking.

Our Culture relates to our sustainability agenda in that it permeates everything we do in relation to the other elements of our 5 Elements framework. It relates to the way we collectively focus on, care about and deliver on our responsibilities to Our Culture, Our People, Our Business, Our Planet and Our Clients.

Our culture is reinforced by our 5Bs framework, which sets out what people can expect to be at SLR:

**Be Safe** - Safety and wellbeing lies at the heart of SLR’s culture. Our motto is “One Team, all safe”.

**Belong** – SLR is a collaborative, considerate and supportive organisation. We are team players who contribute and value each other.

**Be Yourself** - We are respectful, diverse and inclusive. We expect everyone to be open, honest and forward-looking.

**Be Trusted** - We are trusting, fair and flexible and ask everyone to be responsible, trustworthy and to demonstrate faith in others.

**Be Successful** - We are making a difference and building successful careers. We want everyone to be professional, commercial, entrepreneurial, growing and successful.

…and we expect our people to help contribute to this environment for others.

Listening to our people

For the past three years, we have run an annual Global Staff Engagement Survey to hear from our people about how they feel we are performing across a range of criteria.

In 2021, 89% (up 4% from 2020) of our people agreed that we provide an inclusive environment where everyone is treated with respect regardless of their differences and 80% (up 6% from 2020) felt our culture is a positive reason to work for the company.
OUR People

Diverse and inspiring
Overview

In the world of professional services, the phrase “people are our only asset” is often quoted. While it may appear a cliché it is largely true; the value of any firm in this sector is intrinsically linked to its people and the knowledge, abilities and motivation they possess.

In today’s competitive business environment, it is essential therefore that firms can compete in the “war for talent” and are able to attract, hire, develop and retain good people.

When coupled with the knowledge that environmental issues are high on the agenda for many companies and governments, the demand for talented environmental and advisory professionals has never been higher. These factors together make a focus on our people an essential priority.

However, our approach to our people is driven more by genuine care and belief that their wellbeing and personal development comes first. By looking after our people, we aim to create happy, fulfilled and productive employees who will contribute to our positive culture, make SLR a fantastic place to work and deliver great outcomes for our clients.

We want every person to fulfil their potential in an inclusive and inspiring workplace. Genuinely caring for our staff and actively investing in them, will make a greater positive difference to our business than anything else we do.

Our approach to Our People falls into three broad areas of focus, namely:

• Looking after Our People
• Investing in Our People
• Providing opportunities for all Our People

The following sections of this report cover these three broad themes.

“My No. 1 priority is to create an environment where people can thrive. Often this is about creating transparency and consistency – and levelling the playing field. Leadership is about looking after people, valuing them, getting the best out of them – for their own satisfaction and wellbeing, and for the good of the business.”

Helen Brown
Chief People Officer
London, England
Looking after Our People
– our approach to Health, Safety and Wellbeing

Our Health and Safety motto is “One Team – All Safe”. This shows that the health, safety and wellbeing of our staff lie at the heart of our ‘One Team’ culture.

We genuinely care about Our People. We recognise that we have a moral obligation to adopt a comprehensive and holistic approach to “Health and Safety” that not only avoids harming employees (a traditional “safety” approach) but increasingly promotes good health and positive wellbeing of our people and other stakeholders in a proactive way. Focusing on broader wellbeing aspects addresses important ‘quality of life’ issues and helps our employees to be happy, secure and motivated while working in a positive and caring work environment.

In response to this need, SLR has developed a robust health, safety and wellbeing management system of objectives, policies, procedures, training and guidance, within which both corporate and individual responsibility play their part. Our Global Health and Safety Policy can be accessed via our website. Our health and safety performance is monitored continuously and reported monthly to senior management and SLR’s Group Board using a variety of incident and hazard related targets (see pg 17).
1. Key Safety Principles
In 2021, we developed six Key Safety Principles to underpin our policy commitments. These principles help to guide our conversations, attitudes and actions as we strive for continuous improvement in our health and safety performance and the achievement of our zero harm goal.

2. Operational standards
We also made significant progress in refining key operational standards that go beyond legal compliance for a number of key risk activities, including:

- Driving
- Fatigue prevention
- Working at height
- Working near water
- Working near underground utilities

3. Safety awards
In 2021, we were awarded the UK’s Royal Society for the Prevention of Accidents (RoSPA) Health at Work Award for demonstrating the best management of occupational health programmes along with the RoSPA President’s Award for consistently receiving Gold Awards over the last 12 years.

“Being awarded the highest award from RoSPA for the 3rd consecutive year indicates we have not just been lucky, but have really embedded safety into SLR’s DNA. This award is a testament to every single employee, without whom we could not have achieved such coveted recognition.”

Andrew Turk
Global Health & Safety Manager
Worcester, England
Wellbeing - staying connected during the Covid-19 pandemic

Health and safety are always a key focus, but 2021 saw us continue to increase our activities around employee wellbeing, which was particularly important with the ongoing impact of the Covid-19 pandemic.

During the pandemic, we recognised the importance of managing the mental wellbeing of our employees as well as the direct physical health risks of Covid-19.

Through living our ‘One Team’ culture, we provided the support, tools, flexibility (including a new flexible working policy) and understanding to allow our people to transition from a traditional in-office work environment, to one where they were juggling family commitments, at-home schooling and the challenges of enforced remote working.

We achieved this with the promotion of our Mental Health Support (MHS) Framework, which gave our people access to a support network of internal and external specialists to assist them when needed. This network included SLR Mental Health First Aiders, trained staff who are on hand to support their colleagues, and our regional Employee Assistance Programs (EAP) provide access to more specialised external wellbeing advisors. Since the roll out of our MHS Framework in 2021, we have witnessed a 100% increase in the number of employees completing stress and mental health awareness training. 2021 also saw the greatest uptake in the use our external EAP support services.

In addition, we recognised that an important aspect of good mental health is social interaction and the need for staff to remain connected when many were obliged to work from home, and opportunities for face-to-face interaction were reduced. This was achieved through a variety of mechanisms including the provision of the tools to enable remote connectivity, proactive and regular communication by line managers, and regular staff webinars. Many regions also organised on-line social activities to provide the opportunity for bonding and team-building that would normally take place within an office environment.

Our ‘One Team – All Safe’ performance 2021

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Performance</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatalities or life-changing H&amp;S incidents</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Loss Time Injury Frequency Rate</td>
<td>0</td>
<td>0.21</td>
</tr>
<tr>
<td>Recordable Injury Frequency Rate</td>
<td>0.25</td>
<td>0.42</td>
</tr>
<tr>
<td>At-fault Driving Accidents</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Proactive near miss and hazard reporting</td>
<td>370 (27%)</td>
<td>374 (19%)</td>
</tr>
<tr>
<td>Number of people completing stress awareness or mental health training</td>
<td>440</td>
<td>1030</td>
</tr>
</tbody>
</table>

Notes:
1. All injury rates are expressed per 200,000 work hours (equivalent to 100 people working full time for one year)
2. Performance targets have been set with reference to national or international historic injury data for the environmental and engineering consultancy sector. We aim to outperform industry average figures in all cases.
3. During 2021, we saw two insect bite injuries which resulted in an allergic reaction driving up our Recordable injury rate
4. In Q1 of 2022 our planned face to face driver training is expected to significantly drop the ‘At Fault Driving Accidents’ we experienced during 2021.
5. Completion of stress and mental health awareness training is not mandatory. We make the training available for use on an as-needed basis. We do not set completion targets but monitor the uptake of the training.
In 2022 we will continue our focus on developing our safety culture, addressing key safety risk areas and promoting positive health and wellbeing.

With our people recording more than 2.5 million business miles on the road each year, our top priority in 2022 will be to re-focus attention on safe driving and achieving a goal of zero at-fault driving accidents. This is particularly important as many staff have not driven much during the Covid-19 pandemic. In 2022 we are implementing a global safety driving focus campaign that will encourage employees to commit to routine vehicle safety assessments and adopt safe driving techniques. We will also redouble our efforts to ensure that higher risk drivers, such as inexperienced and “high-mileage” drivers, undertake defensive driver training.

We will also launch a new global safety reporting system, allowing all employees easy access to report both positive safety observations and any suggestions for reducing risk and eliminating everyday work hazards. The system will enable us to see trends and communicate timely alerts to all employees’ globally.

We have already announced the launch of our 2022 safety leadership awards which will encourage and promote exceptional safety leadership from individuals or teams. This will provide an opportunity for everyone to demonstrate the everyday implementation of our Key Safety Principles.

### 2022 Health, Safety and Wellbeing Targets and Commitments

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatalities or life-changing H&amp;S incidents</td>
<td>0</td>
</tr>
<tr>
<td>Loss Time Injury Frequency Rate1,2</td>
<td>&lt;0.20</td>
</tr>
<tr>
<td>Recordable Injury Frequency Rate1,2</td>
<td>&lt;0.30</td>
</tr>
<tr>
<td>At-fault Driving Accidents</td>
<td>0</td>
</tr>
<tr>
<td>Proactive near miss and hazard reporting</td>
<td>&gt;30%</td>
</tr>
<tr>
<td>Number of people completing stress awareness or mental health training3</td>
<td>No target - voluntary activity</td>
</tr>
</tbody>
</table>

Notes:
1. All injury rates are expressed per 200,000 work hours (equivalent to 100 people working full time for one year).
2. Performance targets have been set with reference to national or international historic injury data for the environmental and engineering consultancy sector. We aim to outperform industry average figures in all cases.
3. Completion of stress and mental health awareness training is not mandatory. We make the training available for use on an as-needed basis. We do not set completion targets but monitor the uptake of the training.
Investing in Our People
– our approach to Career Development and Talent Management

Over recent years, including in 2021, we have increased our investment in structured approaches to career development and talent management.

Such approaches are aimed at developing our people to their maximum potential and providing clearer visibility of career progression opportunities, leading to an enhanced contribution to the business and increased levels of job satisfaction and motivation.

Career Framework

In 2021 our Career Framework, which is now strongly embedded in our business, underwent further refinement in response to industry trends and employee feedback.

The framework is structured into various experience / seniority grades across different career paths, covering technical leadership, business development leadership, people leadership and project leadership. Staff can progress to senior management levels at SLR via any of these career streams.

The framework and the processes around it aim to clarify how staff can progress within the business and enables them to engage actively in their own career development. It provides a clear view for staff of progression opportunities and the attributes that are required to realise them, including details of the skills and behaviours we look for at each level. This assists staff and their managers in identifying preferred career choices and developing focused personal development plans to achieve them.

The framework was developed recognising that people have different strengths to bring to the organisation. The different career streams offer a variety of diverse and valuable roles which enable people to play to their strengths. We value that diversity.

The career framework provides the backbone of all our people processes at SLR. We use it to position people as they are being recruited, focus their learning and development, determine appropriate compensation and evaluate their capability and performance.
### 2022 Our People Targets and Commitments

#### Our People Performance 2021

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Performance 2019</th>
<th>Performance 2020</th>
<th>Performance 2021</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Voluntary Attrition Rate</td>
<td>13.4%</td>
<td>10.2%</td>
<td>15.0%</td>
<td>&lt;15%</td>
</tr>
</tbody>
</table>

#### Our People Targets 2022

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Targets 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Voluntary Attrition Rate</td>
<td>&lt;15%</td>
</tr>
<tr>
<td>% of staff time spent on Learning and Development activities¹</td>
<td>2%</td>
</tr>
</tbody>
</table>

**Note:**
1. This is an average across all staff based on % of total contracted hours, and excludes time spent on induction and on-the-job training.

### Commitments for 2022

1. Development and rollout of updated Career Framework
2. Development of comprehensive Employee Value Proposition framework
Providing opportunities for all Our People
– our approach to Diversity, Equity and Inclusion (DE&I)

What does DE&I mean at SLR?

We recognise that employing people with diverse backgrounds, perspectives, personality types and thinking styles is an important part of being a successful company. Diverse teams lead to better outcomes for our business, our clients and other stakeholders.

To help in creating diversity, our approach to equity and inclusion is critically important. These issues are about “levelling the playing field” by deploying resources based on individuals’ needs, such that everyone can participate and progress within the business, regardless of background, race, nationality, gender, religion, age, disability, marital status or sexual orientation.
Progress in 2021

Global Culture and Diversity Council

In 2021, we set up a Global Culture and Diversity Council comprising representatives from each of our regions. This Committee has a mandate to:

- Assist with the development of suitable DE&I targets for the business
- Make recommendations to leadership on DE&I strategies and initiatives
- Identify barriers and challenges to achieving our DE&I targets
- Work with the Regional Diversity Task Force teams to gather views and perspective on DE&I and share best DE&I practice across the business

Women in Leadership Programme

We completed a Women in Leadership programme for the first time in 2021. This programme ran over 12 months and involved structured learning events focused on leadership, business development and strategic development skills. It was augmented by support mentoring from senior SLR leaders, together with access to a support network from across the business.

This programme was aimed at women at middle management level with the aim of giving them the skills and confidence to put themselves forward for promotion over the coming 12 months. We are running a second Women in Leadership programme in 2022.

Influencing industry change

While we clearly have more to do internally to address gender balance issues, we understand that part of our challenge is that women continue to be under-represented in our industry as a whole.

Rather than merely accepting this position, we have a responsibility to participate actively in industry bodies and initiatives to try and address this issue.

In 2021, our staff participated in the following organisations with the aim of driving positive change around gender issues across our industry:

- Women in Science, Technology & Engineering (WISE)
- Consult Australia’s Champions of Change
- Women in Technology & Science (WITS)
- International Women in Mining
- Engineers and Scientists British Columbia (encouraging the involvement of girls in STEM (Science Technology, Engineering Mathematics) based careers)

In addition to these gender-based initiatives, we were involved in 2021 with the following organisations and activities that are seeking to influence change on DE&I matters:

- Level 4 B-BBEE (Broad-Based Black Economic Empowerment) contributor (South Africa)
- Signatories to Business in the Community Race Charter (UK)
- Member of the UK Government’s Disability Confident Scheme (UK)

Our plans for 2022 include encouraging greater participation by our staff in external DE&I focused organisations and initiatives to continue to drive positive change.
We monitor a number of DE&I indicators, mainly related to gender.

We track the Gender Pay Gap (as defined and required under UK legislation), the gender balance at all grades within the business and the gender balance of people we are hiring and promoting.

Our global performance in 2021 across a number of these indicators is shown opposite.

The data on gender mix per grade shows that we had mixed results in improving our gender balance during 2021. While we have increased the percentage of women at Consultant and Manager grades, we have slipped back on the percentage at Leadership grades.

The Gender Pay Gap results also show a mixed picture: while we have made some progress between 2020 and 2021 in all quartiles, we still have considerable work to do particularly amongst the senior grades within the business.

When it comes to equal pay, we are confident and have checked that men and women are paid equally for doing the same or similar roles.

---

### Percentage of all staff by gender by grade

<table>
<thead>
<tr>
<th>Grade</th>
<th>Gender</th>
<th>2020</th>
<th>2021</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultants</td>
<td>Female</td>
<td>50%</td>
<td>53%</td>
<td>+3</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>50%</td>
<td>47%</td>
<td>-3</td>
</tr>
<tr>
<td>Managers¹</td>
<td>Female</td>
<td>27%</td>
<td>29%</td>
<td>+2</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>73%</td>
<td>71%</td>
<td>-2</td>
</tr>
<tr>
<td>Leaders²</td>
<td>Female</td>
<td>13%</td>
<td>11%</td>
<td>-2</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>87%</td>
<td>89%</td>
<td>+2</td>
</tr>
<tr>
<td>Total</td>
<td>Female</td>
<td>38%</td>
<td>40%</td>
<td>+2</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>62%</td>
<td>60%</td>
<td>-2</td>
</tr>
</tbody>
</table>

**Note:**
1. Within SLR, Managers are defined as grades D - F.
2. Within SLR, Leaders are defined as grades G and above.

### Gender Pay Gap explained

Gender Pay Gap (GPG) is defined as the difference in the average pay of all men and women within an organisation over a standard time period, regardless of their role or seniority. The gender pay gap calculates the difference between the mean hourly rate of pay that males and females receive. The mean pay gap is the difference between the average hourly earnings of men and women. GPG is different to equal pay. Equal pay is about ensuring that men and women are paid the same for carrying out work of equal value.
2022 Diversity, Equity and Inclusion (DE&I) Targets and Commitments

In early 2022, we committed to improving the gender balance within senior roles within the business over the next three years.

We have set a three-year target that by the end of 2024, 40% of management roles and 30% of leadership roles will be occupied by women, with interim annual targets being set for 2022 and 2023 as follows.

<table>
<thead>
<tr>
<th>Item</th>
<th>2022 Target</th>
<th>2023 Target</th>
<th>2024 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve gender balance within management and leadership roles¹ ²</td>
<td>Women to hold 32.5% of management and 17.5% of leadership roles by end of the year</td>
<td>Women to hold 36.3% of management and 23.8% of leadership roles by end of the year</td>
<td>Women to hold 40% of management and 30% of leadership roles by end of the year</td>
</tr>
<tr>
<td>Annual Diversity, Equity and Inclusion training to be undertaken by all leaders and managers within the business</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
</tr>
</tbody>
</table>

Notes:
1. 2022 and 2023 interim targets are based on linear improvement from 2021 actual performance to 2024 target.
2. Within SLR, Managers are defined as grades D–F, and Leaders are defined as grade G and above.
Resilient and growing

OUR Business

Resilient and growing
Overview

The **Our Business** component of our five elements framework sets a broad objective for the business of being “a resilient and growing business”.

This aspiration is achieved via a **governance framework** that defines how we manage our business and aims to deliver four key outcomes which are important to our various stakeholders and essential for the long-term health of the business, namely:

1. **High ethical standards** – essential for the sustainability of our business, and at the heart of what we stand for.

2. **Profitability** – enabling us to reinvest for the long-term benefit of the business, our clients and our people, and delivering returns to shareholders.

3. **Growth** – enhancing our technical capability enables us to better support our clients, and provide increased opportunities for our people.

4. **Resilience** – safeguarding the interests of all our stakeholders through a robust and proactive approach to the management of risk in all aspects of our business.

“Strong governance is at the heart of any successful ethical organisation. Any transgression from high ethical standards can be fatal to businesses today, as the trust of important stakeholders can be irreparably damaged. It is therefore essential that we set a high bar for ethical conduct at all times, for our staff and all members of our supply chain.

But ethics is not just about ‘not doing the wrong thing’ (i.e., a compliance focused approach), it is increasingly about ‘doing the right thing’ and showing clear and visible leadership in this regard. This is particularly important in the area of sustainability.”

**Peter MacKellar**
**Group Support Services Director**
Manchester, England
Governance framework

The SLR Group Board sets overall strategy and governance standards and expectations.

Strategy and governance are then implemented and managed by a six-person Group Executive team led by the Chief Executive, supported by the Regional Managers who lead SLR’s five operational regions (Africa, Asia-Pacific, Canada, Europe and US).

The Group Board has two standing committees to assist with governance matters: the Audit Committee (comprising Chairman, CEO, CFO, one Non-Executive Director and SLR’s Financial Auditors) and the Remuneration Committee (comprising Chairman, CEO and one Non-Executive Director).

Risk management activities are overseen by the Group Support Services Director who reports formally to the board on risk matters every quarter and by exception monthly.

Our governance framework comprises a series of policies, associated business processes and supporting business IT systems.

SLR has group-wide policies covering the following areas:
- Business Conduct
- Whistleblowing
- Risk Management and Business Resilience
- Human Rights
- Health and Safety
- Quality
- Environment
- Communities
- Finance
- Human Resources (including Diversity, Equity and Inclusion)
- IT
- IT Security
- Data Protection

Find out more here

Note:
1. Chile operations currently fall under the European Region.
Management processes and systems

Our policy commitments and business objectives are delivered through a set of business processes and supporting business IT systems, covering all operational and support function activities.

We regularly review and adapt our processes to drive efficiencies, gather better data for improved management decision-making and ensure robust risk management.

Our core operational processes are applied globally and are part of a formal Quality Management System (QMS) that is externally accredited to ISO9001:2015 in three of our five regions (Europe, Africa and Asia-Pacific). During 2021 we commenced the process of achieving ISO accreditation for our remaining regions (Canada and the US). We aim to have the Canada and the US regions certified during 2022 and 2023 respectively.

To better support our operational and financial processes, we made the decision in 2021 to upgrade our Enterprise Resource Planning System. The system was configured during the year and went live within one of our operations in late 2021. The system will be progressively rolled out across all parts of the business during 2022 and early 2023. This system will provide improved tools for project, operational and financial management and also deliver enhanced reporting and data analytics capabilities.

In 2021 we also invested in a new Supplier Management and Incident Reporting System to improve the efficiency of our supplier management processes and streamline and standardise our global HSEQ incident reporting and action management processes.

We launched a new Human Resources Information System (HRIS) in October 2020 and in 2021 improved HR processes across SLR including improved compensation planning and updated performance, succession and talent management processes.

Our policy commitments and business objectives are delivered through a set of business processes and supporting business IT systems, covering all operational and support function activities.

We regularly review and adapt our processes to drive efficiencies, gather better data for improved management decision-making and ensure robust risk management.

Our core operational processes are applied globally and are part of a formal Quality Management System (QMS) that is externally accredited to ISO9001:2015 in three of our five regions (Europe, Africa and Asia-Pacific). During 2021 we commenced the process of achieving ISO accreditation for our remaining regions (Canada and the US). We aim to have the Canada and the US regions certified during 2022 and 2023 respectively.

To better support our operational and financial processes, we made the decision in 2021 to upgrade our Enterprise Resource Planning System. The system was configured during the year and went live within one of our operations in late 2021. The system will be progressively rolled out across all parts of the business during 2022 and early 2023. This system will provide improved tools for project, operational and financial management and also deliver enhanced reporting and data analytics capabilities.

In 2021 we also invested in a new Supplier Management and Incident Reporting System to improve the efficiency of our supplier management processes and streamline and standardise our global HSEQ incident reporting and action management processes.

We launched a new Human Resources Information System (HRIS) in October 2020 and in 2021 improved HR processes across SLR including improved compensation planning and updated performance, succession and talent management processes.

SLR’s Digital Strategy

In 2021 we launched a comprehensive digital strategy covering all aspects of digital technology relevant to both the running of our own business and the services and products we offer our clients. The strategy is based on a logical “digital hierarchy” comprising three inter-related tiers:

1. **Our IT Infrastructure & Security Strategy** will deliver the core digital infrastructure and associated security on which all other digital tools depend, in an efficient and cost-effective manner.

2. **Our Business Systems Strategy** will deliver efficiencies within our own business be it within operations (e.g. project management, collaboration and knowledge management tools) or support services (e.g. our ERP system, our HRIS, our Supplier Management System).

3. **Our Digital Services Strategy** will provide the digital tools needed by our technical consulting teams to deliver services and digital solutions efficiently to clients.
**Business ethics**

We set high standards for ethical conduct which are spelt out unambiguously in a number of our Group policies.

Our Business Conduct Policy sets out the ethical standards expected of our staff and our supply chain, including our zero-tolerance approach to Bribery and Corruption. Induction training on Business Conduct is mandatory. In 2022 we will introduce mandatory annual refresher training on our Business Conduct Policy for all staff.

The Business Conduct Policy is supported by a Whistleblowing Policy and associated procedures which provide a simple mechanism for any employee to voice concerns about perceived illegal, unethical or inappropriate conduct within the business.

In 2021, SLR implemented a comprehensive Human Rights Policy for the first time. The policy is guided by international principles, particularly those encompassed in the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights (UNGPs). The policy covers aspects of Diversity Equity & Inclusion, Health and Safety, Anti-Bribery and Corruption (ABC), Data Privacy, Modern Slavery and Supply Chain Relations. It puts clear emphasis on the need for scrutiny of our project opportunities to ensure that we are “refusing such opportunities if they would risk causing adverse human rights impacts or lead to complicity in human rights abuses”.

We issue Modern Slavery and Human Trafficking Transparency Statement annually pursuant to section 54(1) of the UK’s Modern Slavery Act 2015. The statement includes a description of the due diligence and risk management processes we have in place to combat Modern Slavery within our business and throughout our supply chain.

Supply chain management

We expect high standards from our supply chain at all times including in relation to ethical conduct. During 2021, we invested in a new Supplier Management System which streamlines the process of vetting our suppliers and setting the standards we expect from them across a range of criteria including those relating to sustainability performance.

In particular, we are seeking information on their business conduct, diversity equity & inclusion (DE&I), health and safety, environmental, modern slavery and staff remuneration policies and practices and, in conjunction with an assessment of their performance on our projects, will rank them into Gold/Silver/Bronze suppliers. Implementation of the new system will be completed during 2022.

This system will enable us to increase the sustainability performance standards we expect from our suppliers over time in line with our own increasing performance expectations. Across 2022, we will start to signal our future expectations to suppliers in relation to improved sustainability performance (e.g. expected Greenhouse Gas emissions reduction plans) and develop audit plans to confirm they are meeting our requirements.
Resilience – our approach to Risk Management

Our governance processes are designed to ensure the business is resilient and able to withstand any internal or external circumstances, both foreseen and unforeseen, that it may be subjected to, in order to safeguard the interests of its stakeholders.

Our Business Resilience Framework sets out the key components of our approach to risk management, which is summarised in the diagram opposite.

This framework adopts comprehensive risk management processes, which assess both the threats and opportunities facing the business along various time dimensions. Our strategic planning processes take a long-term view of risk management, our annual business plans a medium-term view, while our Business Continuity Plans look at managing short-term threats that may cause a sudden and significant disruption to our operations. These plans are supported by a comprehensive risk management methodology and risk register (which aligns with ISO31001) while our business processes manage day-to-day operational risks.

During 2021, we put in place updated and comprehensive Business Continuity and Disaster Recovery Plans in light of changing risks and the experience gained from the Covid-19 pandemic and a cyber-attack experienced in the early part of the year.
A key plank of our strategic approach to resilience is to have a balanced and diverse business across three dimensions – the **industry sectors** in which we operate, the **services** we provide and the **geographies** in which we are located. This ‘balanced portfolio’ approach ensures that we are not over-exposed to any one market and are able to more easily withstand localised economic downturns or sector-based market fluctuations.
Cyber security

We take cyber security seriously, recognising the increasingly important role that digital technology plays in operating the business and the risk cyber-crime poses to our clients and other stakeholders.

Despite the comprehensive security measures we had in place at the time, in February 2021 we were the victim of a sophisticated ransomware attack. The attack resulted in both the encryption and theft of some of our data with a view to extorting a ransom payment. Our response to the attack was rapid, proactive and precautionary with a view to safeguarding the interests of the business and other potentially affected parties. Our IT staff and advisors were able to stop the attack quickly and to restore data from backup to enable the business to continue operating, although the impact on our networks did affect our European and Asia-Pacific operations for a number of weeks. We did not engage with the perpetrators of the attack nor make a ransom payment. As a result of the attack, we have updated all relevant IT policies and procedures, and have increased investment in cyber security measures.

During 2021 we renewed our Cyber Essentials certification with the UK government, the standards of which are applied across our global IT infrastructure. We also appointed three separate external advisors to assist us in reviewing and updating our IT governance and cyber security practices, and to test the robustness of our existing cyber security measures.

In 2022, we will commence the process of gaining ISO27001 accreditation to further enhance our cyber security measures.

Data protection

We have a Data Protection Policy and associated processes aimed at ensuring compliance with data protection legislation in the countries in which it operates.

Our policies and processes provide clarity on what data we will obtain from parties, why we obtain it, and the management, retention and security rules that will apply to such data.

We adopt data protection standards which comply with the UK’s General Data Protection Regulation (GDPR) across all countries of operation, unless local legislation is more stringent.

In 2021, we put in place new policies and procedures for our South Africa operations in light of the launch of the South African Protection of Personal Information (POPI) Act. This included the introduction of a Promotion of Access to Information Act (PAIA) Manual and an updated Privacy Notice relevant to the Act.
# 2022 Our Business Targets and Commitments

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of regulatory fines or non-compliance notices received in relation to anti-bribery and corruption (ABC) / Business Conduct</td>
<td>0</td>
</tr>
<tr>
<td>Number of regulatory fines or non-compliance notices received in relation to data protection matters</td>
<td>0</td>
</tr>
<tr>
<td>Percentage of new staff completing the SLR Business Conduct policy commitment on joining</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of staff completing SLR Business Conduct policy commitment</td>
<td>&gt;95% of staff</td>
</tr>
<tr>
<td>Percentage of business leaders undertaking annual anti-bribery and corruption (ABC) training</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of staff completing cyber security training</td>
<td>&gt;95%</td>
</tr>
</tbody>
</table>

## Commitments for 2022

1. Group Board to undertake formal training on ESG matters during the year
Overview

We aim to be a “responsible company contributing positively to the wellbeing of our planet and its communities”.

As a leading environmental and advisory consultancy, we recognise that the biggest impact we can have in meeting this objective is through the consulting services we offer our clients. During 2021, we increased our ability to drive positive environmental and social change by increasing our capabilities in the areas of natural capital management, climate action, sustainable cities, the energy transition and social impact.

While our most positive impact is through our client work, we also recognise that we have a responsibility to manage and minimise the environmental impacts of our own operations and enhance the societal impact of our community activities and investments.

“Having joined SLR in early 2021, when Corporate Citizenship was acquired, it was inspiring to see SLR’s strong commitment to climate action. While we still have much to do, I am delighted to see that we have committed to setting a science-based GHG reduction target. In the newly created role of Group Environment Manager, I find myself surrounded by a passionate team of professionals intent on helping their clients address their sustainability challenges. It is great to be able to call on these same people to assist me as we develop and deliver our own internal sustainability programme.”

Jen Saunders
Group Environment Manager
Melbourne, Australia
Climate change and greenhouse gas (GHG) emissions

In 2021, we committed to setting a Net Zero emissions reduction target with the Science Based Targets Initiative (SBTi), demonstrating our ambition to reduce our operational and value chain emissions in line with climate science.

Having signed up to SBTi’s "Business Ambition for 1.5°C" campaign, we are committing to measure our full value chain emissions footprint, and set both a near-term and long-term emissions reduction target, to achieve Net Zero emissions ahead of 2050.

Additionally, in April 2021, we pledged to participate in the United Nations Climate Neutral Now initiative and made the associated commitment to become a climate neutral business, with a specific commitment to make our operational emissions carbon neutral by 2030.

These commitments outline our short- and long-term objectives, and set us on a path that will change the way we do business and embed sustainable thinking throughout our organisation.

**Business Ambition for 1.5°C**

Led by the SBTi in partnership with UN Global Compact and the We Mean Business coalition, the Business Ambition for 1.5°C campaign is the world’s largest and fastest-growing group of companies committed to taking urgent action aligned with not exceeding 1.5°C of global warming, and averting the worst impacts of climate change.

Progress to date

Having committed to setting a science-based Net Zero target, our primary focus in 2021 was on gathering comprehensive data on our full value chain emissions to enable us to establish a benchmark position and to prepare a submission to the Science Based Target Initiative for validation.

This work is still ongoing in early 2022, and our full scope 3 footprint will be available by mid-2022. We have measured our scope 1 and 2 and business travel emissions data, since 2019. This data has provided us with insights to guide decisions and focus our activities to further reduce our operational emissions. We look forward to gaining further oversight of our climate-related risks and opportunities, with the completion of our full scope 3 footprint report.
Greenhouse gas (GHG) emissions analysis

The following pages contain information on SLR’s GHG emissions which has been compiled in accordance with the ‘GHG Protocol Corporate Accounting and Reporting Standard’ (GHG Protocol).

The data covers the activities of all our subsidiary companies. An operational control boundary has been applied to the reporting. The report covers scope 1, 2 and 3 emissions, as defined under the GHG Reporting Protocol methodology, specifically covering:

- **Scope 1 Fuel Consumption** (stationary and mobile)
- **Scope 2 Electricity** (location and market-based)
- **Scope 3 Business Travel**

The greenhouse gas conversion factors used in the report are those provided by the UK government’s Department for Business, Energy & Industrial Strategy (BEIS), the International Energy Agency (IEA) conversion factors for international electricity, and the US EPA’s Environmentally-Extended Economic Input Output (EEIO) models.

Emissions associated with acquisitions made by us since 2019 have been included for a full 12 month equivalent to provide the 2019 baseline. Data for reporting has been provided by all regions from a variety of sources including office utility and energy invoices, Travel Management Company (TMC) reports and invoices and staff travel expenses claims. In some instances (e.g. newly acquired businesses, or in some shared offices) estimates have been made where incomplete data sets existed.

**Notes:**
- CO2e (carbon dioxide equivalent) is the universal unit of measurement to indicate the global warming potential (GWP) of each of the six greenhouse gases covered by the UNFCCC/Kyoto Protocol, expressed in terms of the GWP of one unit of carbon dioxide.
- The data includes emissions and FTE (Full Time Equivalent staff) numbers for the following acquisitions completed since the start of 2019: HydroSimulations, Novus, APA, HFL, MMI, KDC, 360 Environmental, Optimised Environments (OPEN), Vectos, and Corporate Citizenship.

The data covers the activities of all our subsidiary companies. An operational control boundary has been applied to the reporting. The report covers scope 1, 2 and 3 emissions, as defined under the GHG Reporting Protocol methodology, specifically covering:

- **Scope 1 Fuel Consumption** (stationary and mobile)
- **Scope 2 Electricity** (location and market-based)
- **Scope 3 Business Travel**

The greenhouse gas conversion factors used in the report are those provided by the UK government’s Department for Business, Energy & Industrial Strategy (BEIS), the International Energy Agency (IEA) conversion factors for international electricity, and the US EPA’s Environmentally-Extended Economic Input Output (EEIO) models.

Emissions associated with acquisitions made by us since 2019 have been included for a full 12 month equivalent to provide the 2019 baseline. Data for reporting has been provided by all regions from a variety of sources including office utility and energy invoices, Travel Management Company (TMC) reports and invoices and staff travel expenses claims. In some instances (e.g. newly acquired businesses, or in some shared offices) estimates have been made where incomplete data sets existed.

**Notes:**
- CO2e (carbon dioxide equivalent) is the universal unit of measurement to indicate the global warming potential (GWP) of each of the six greenhouse gases covered by the UNFCCC/Kyoto Protocol, expressed in terms of the GWP of one unit of carbon dioxide.
- The data includes emissions and FTE (Full Time Equivalent staff) numbers for the following acquisitions completed since the start of 2019: HydroSimulations, Novus, APA, HFL, MMI, KDC, 360 Environmental, Optimised Environments (OPEN), Vectos, and Corporate Citizenship.

Scope emissions explained

1. **Scope 1 emissions** are described as direct emissions from company facilities and company vehicles.

2. **Scope 2 emissions** are indirect emissions from purchased electricity and are reported on both a location and market basis.

3. **Scope 3 emissions** are also indirect and come from upstream and downstream from our operations covering these 15 areas:

   - Purchased Goods & Services
   - Capital Goods
   - Fuel & Energy Related Activities
   - Upstream Transportation & Distribution
   - Waste Generated in Operations
   - Business Travel
   - Employee Commuting
   - Upstream Leased Assets
   - Downstream Transportation & Distribution
   - Processing of Sold Products
   - Use of Sold Products
   - End of Life Treatment of Sold Products
   - Downstream Leased Assets
   - Franchises
   - Investments

   **Notes:**
   1. A location-based method reflects the average emissions intensity of grids on which energy consumption occurs. A market-based method reflects emissions from electricity that companies have purposefully chosen.
Greenhouse gas (GHG) emissions analysis (continued)

The data highlights that our total emissions reduced by 39% between 2019 and 2020 with a drop in our scope 1 emissions of 8.7% and scope 2 emissions (market based) of 26.0%.

Our total emissions further reduced from 2020 to 2021 by 10.4% with a drop in scope 1 emissions of 18.3% and scope 2 emissions of 13.7%.

The total emissions reduction over the two years from 2019 to 2021 was therefore 45%. While this is a positive outcome and aligned with our emissions reduction ambitions, we fully acknowledge that these decreases have largely been caused by a reduction in travel and office occupancy due to the Covid-19 pandemic; we now need to maintain emissions reductions through our own business initiatives.

The majority of our current emissions come from scope 2 market-based electricity generation. We now need to find ways to decrease our consumption and the introduction of employee-driven initiatives, office optimisation measures and exploring switching to renewable sources where possible will help to meet our reduction commitments. As we move forward, we are prepared to broaden our focus to tackle scope 3 emissions in addition to these sources.

### Our greenhouse gas emissions

<table>
<thead>
<tr>
<th>Scope</th>
<th>Performance (tCO₂e)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019¹</td>
</tr>
<tr>
<td>Scope 1 Fuel Consumption - Stationary and mobile</td>
<td>896</td>
</tr>
<tr>
<td>Scope 2 Location-based</td>
<td>2,932</td>
</tr>
<tr>
<td>Scope 2 Market-based</td>
<td>3,134</td>
</tr>
<tr>
<td>Scope 3 Business Travel</td>
<td>3,679</td>
</tr>
<tr>
<td>Total tCO₂e</td>
<td>7,709</td>
</tr>
<tr>
<td>tCO₂e/FTE²</td>
<td>4.3</td>
</tr>
</tbody>
</table>

### 2021 greenhouse gas emissions breakdown

- **16%** Scope 1 Fuel Consumption - Stationary and mobile
- **47%** Scope 2 (market-based)
- **37%** Scope 3 (Business Travel)

Notes:

1. This data included legacy SLR operations and acquisitions since the start of 2019: HydroSimulations, Novus, BPA, HFL, MMI, KDC, 360 Environmental, Optimised Environments (OPEN), Vectos and Corporate Citizenship.
2. Scope 2 market-based emissions are included in total and tCO₂e/FTE (Full Time Equivalent staff numbers) figures.
Greenhouse gas (GHG) emissions reporting

The charts above illustrate:

- Emissions across our operational regions are generally in line with revenue generation.
- The significant reductions made between 2019 and 2021, illustrate the positive impact of the Covid-19 pandemic.
- The most significant emissions reductions per Full Time Equivalent staff numbers (FTE) was in Group, which have been largely caused by a reduction in international air travel by senior executives since 2019.

During 2021:

- The largest regional contributor to emissions in 2021 was the US followed by Europe, Canada, Africa and Group.
- The largest per FTE contributor to emissions was US followed by Africa, Group, Europe, Canada and APAC.
- The average emissions per FTE for the whole of SLR was 2.0 tCO₂e.
- Africa, APAC and US emissions figures are impacted by the relatively higher carbon-intensity of electricity generation in those regions. Europe and Canada have lower electricity-related emissions due to the higher proportion of renewable energy generation in those regions.
- Group emissions are dominated by flights, reflecting the relatively higher number of international flights undertaken by members of the leadership team in fulfilling their global roles.

Notes:
1. "Group" comprises corporate head office staff based largely in the UK.
2. FTE (Full Time Equivalent staff numbers)
Environmental management

In addition to our GHG measurement and reduction commitments, we are also implementing a number of initiatives to improve other aspects of our environmental data collection and management during 2022 and beyond.

In 2022 we are developing a formal Environmental Management System (EMS) aligned with the requirements of the ISO14001 (Environmental Management) standard. This EMS will become a part of an integrated management system, the Quality Management aspects of which SLR has already had externally accredited to the ISO9001 (Quality Management) standard. The EMS will be focused on managing the environmental risks and opportunities associated with both our internal activities and the project work we undertake for our clients. We believe that the structure and consistency of an EMS will only enhance our ability to manage our environmental impacts. During 2022, we will design the EMS and commence implementation, with a target of completing the system rollout in at least one operational region by the end of the year.

While many of our staff are environmental professionals and naturally consider the environment in their daily work, we recognise our position and opportunity to further promote environmentally aware thinking throughout our organisation. In the same way that we want considerations of safety to be embedded in everything we do as part of our “One Team – All Safe” approach, we want consideration of the environmental impacts of our work to become second nature and be integrated into our daily activities and all of our work processes. We believe that the launch of the EMS will be an important step in driving this campaign.

Also launching in 2022 will be an employee-led improvement initiative to identify opportunities for reducing our environmental impact whether that be in the office, at a co-working space, in a storage location or while out in the field.
Completing our SBTi target submission including development of a strategy to tackle our scope 3 emissions

Working with our property managers to decrease electricity usage and encourage the adoption of renewable energy in all offices and seeking to secure more energy efficient offices when offices leases are renewed

Applying a standardised approach to environmental data collection, management, and reporting

Launching the employee-led improvement initiative to identify opportunities for reducing our environmental impact across our offices

Designing an Environmental Management Systems aligned with the requirements of ISO14001 with implementation starting in Q1 2023

Conducting a company-wide materiality assessment to identify SLR’s strategic sustainability priorities

2022 Environment Targets and Commitments

Commitments for 2022
Communities

We recognise that to meet our aspiration of “being a responsible business contributing positively to the wellbeing of our planet and its communities” we need to actively participate in and contribute to the communities in which we live and work.

These communities are key to both our social license to operate and our desire for positive social impact.

Since 2015, we have allocated a percentage of our annual profits to spend on community projects and charitable causes each year. The initiatives and organisations we support are determined by our staff in a democratic and transparent way. The contributions are typically made to worthwhile causes that our people feel passionate about or have a personal connection to.

We also strive to contribute to the prosperity of our neighbouring communities, and we encourage our people to connect outside of the business on a local level to create and support social impact.

We are signing up to B4SI – Business for Societal Impact

B4SI is the global standard in measuring and managing a company’s social impact. The B4SI Framework is a robust measurement standard that any company can apply to understand the difference their contributions make to business and society.
Contributing positively

To highlight the breadth of our contribution we are sharing some of the initiatives we supported across 2021, in addition to over 60 charities or not for profit organisations that our regional teams chose to support.

---

**Advocating the importance of men’s health**

*Asia Pacific*

Our ‘Enviro-Mo’s’ closed out another successful Movember, raising much needed funds for men’s mental health and suicide prevention, prostate and testicular cancer. In 2021, our APAC Regional Manager – Paul Gardiner, reached the important milestone of raising over $50,000 from his years of participating in Movember, and advocating the importance of men’s health.

---

**Partner for life**

*Canada*

For several years, our Canadian team has supported the Canadian Blood Services through our Community Investment Program. In 2021, even during the Covid-19 pandemic, we were able to donate 61 times.

---

**Raising funds through teamwork**

*Europe*

Colleagues from our recent Vectos acquisition (now our European Transport Planning, Transport Modelling and Transport Engineering Teams) took part in the JLL Property Triathlon 2021 to raise funds and awareness for Crisis – a charity who support homeless people in the UK.

---

**Community outreach**

*United States*

In support of Martin Luther King Day, employees from across the nation went out into their community and fulfilled their civic duties based on their individual interests and philanthropic goals. One example of this was our participation in Warm Up America where team members joined together virtually to knit and crochet beautiful rectangular pieces to be incorporated into larger blankets. These blankets were then donated to social service agencies.

---

**Take action, inspire change**

*Africa*

In July of 2021 we supported several charities and worthy causes as part of observing Mandela Day. The Johannesburg office made monetary donations to the The Village Safe Haven and the Oasis Haven of Love to assist them with the day to day running of the charities. The Windhoek office organised donations of PPE (Personal Protective Equipment) for the Nau-Aib and Tamariskia Clinics. In addition, they also prepared ‘Thank-you’ lunch packets, which were handed over to the nurses at the clinics in appreciation of all the hard work during the 3rd wave of the Covid-19 pandemic in Africa.
While we are proud of the contributions we have made to community initiatives over recent years, we acknowledge that our approach has been very “input” based.

In future, as we aspire to go further and deeper, we recognise that we need to become more focused on achieving genuine and measurable social impacts via our community activities. Our commitments for 2022 and beyond reflect this objective.
Overview

The greatest positive impact that SLR has in relation to sustainability is derived from the services that we provide to our clients.

This is due to the nature of our clients' activities, the sectors they work in and the significant scale of many of their projects. We aim to support them in achieving their sustainability goals.

Many of the projects we undertake for clients have a direct impact on the achievement of the United Nations Sustainable Development Goals (SDGs).

This section of the report showcases some of our work across our regions and highlights how our work contributes to achievement of the UN SDGs.

United Nations Sustainable Development Goals

The 2030 Agenda for Sustainable Development and the SDGs were adopted by all United Nations Member States in 2015 and provide a shared blueprint for peace and prosperity for people and the planet, now and into the future. The SDGs are important because they provide a global, universally applicable language for businesses to describe their contribution to the sustainable development agenda and include recognised metrics against which performance can be easily measured.

“We recognise that we have a responsibility to manage and minimise the impact of our own operations, but know that the best way for us to have a positive impact is through the work we do for our clients.

We have always been driven by the tenets now enshrined in the UN Sustainable Development Goals (SDGs).

By showcasing our clients' projects we are able to demonstrate both the relationships we build and the progress we can make together towards achieving those goals.”

Peter Skinner
Chief Operating Officer
London, England
Building resilient foundations

Connecticut, United States

Resilient Connecticut is a unique effort by the State University of Connecticut, USA, to understand the potential impacts of climate change on local communities, such as frequent flooding and excessive heat, and develop pilot projects that can be used to adapt those communities.

The program's goals include linking urban and rural communities, developing resilient and accessible transportation hubs, and improving housing affordability.

SLR has led the community and local government engagement to understand impacts and opportunities and recommend 20 regionally significant pilot projects.
Generating renewable energy

South Ayrshire, Scotland

Arecleoch Wind Farm is a 60-turbine wind farm in South Ayrshire, Scotland with a total capacity of 120 megawatts – enough renewable energy to power over 67,000 homes. It is owned and operated by Scottish Power Renewables (SPR).

An extension to the site has recently been granted by the Scottish Government, which when built will generate a further 72.8 megawatts of renewable energy.

SLR – together with our recent acquisition Optimised Environments (OPEN) – completed a full Environmental Impact Assessment (EIA) and supported SPR through the public inquiry process on a range of important matters including landscape and visual effects, hydrology, peat, traffic and transport.
Creating a closed loop plastic recycling solution

New South Wales, Australia

The first Circular Plastics Australia (CPA) Polyethylene Terephthalate (PET) recycling facility in Albury, New South Wales officially opened in December 2021, successfully implementing an innovative joint venture structure that draws on the expertise of major industry leaders – Cleanaway, Pact Group, Asahi Beverages and Coca-Cola Europacific Partners.

The facility has the capacity to process the equivalent of around one billion plastic bottles to produce more than 20,000 tonnes of new bottles and food packaging a year, making a significant contribution to the development of Australia’s circular economy and regional job creation.

Before the project could get off the ground, SLR was asked to undertake the technical and commercial due-diligence of the proposed project so that our client, Clean Energy Finance Corporation, could understand the potential risks associated with their investment in the project.
Economic development and community engagement

Uganda, East Africa

Uganda National Roads Authority (UNRA)

Kampala Jinja Expressway (KJE) is a 95 km long, limited access toll expressway between Kampala and Jinja, Uganda, that aims to relieve the current congestion and reliance issues associated with the existing Kampala to Jinja highway and the radial routes out of Kampala City.

SLR was asked to provide an independent assessment of the implementation and impacts of the necessary community resettlement process.

This was done in line with standards and safeguards set by the UNRA, the International Finance Corporate (part of the World Bank), and the African Development Bank. The project included on-site field interviews with the KJE project team and to look at vulnerable households and community feedback.
Decision-making informed by Natural Capital Strategy

**Derbyshire, United Kingdom**

Derbyshire in the UK is a beautiful county of diverse and contrasting landscapes and land uses. Derbyshire County Council wanted to understand better the range of natural capital assets and ecosystem services these landscapes provide, and identify where the greatest benefits can be achieved by enhancing these assets to deliver greater ecosystem services.

They asked SLR’s team of ecology and biodiversity experts to develop a Natural Capital Strategy, which will now inform all future investment and natural capital decision-making by external and partner organisations, as well as informing decision-making and place-shaping by the county council.

The strategy will also enable the effective use of a Biodiversity Metric to deliver Biodiversity Net Gain and assist with the future delivery of Local Nature Recovery Strategies.
Preventing environmental damage

Alberta, British Columbia & Saskatchewan, Canada

The Site Rehabilitation Program (SRP) was introduced by the Canadian Federal Government in 2020 with a goal to provide a total of $1.7B CAD in funding for abandonment, remediation and reclamation of upstream oil and gas sites in the provinces of Alberta, British Columbia and Saskatchewan.

SLR is working with 18 clients to achieve regulatory closure at over 100 oil and gas wellsites.

The program not only focuses on reducing environmental impact, but also encourages involvement of local communities. SLR has partnered with several indigenous groups to create related employment and capacity building opportunities.
Understanding and enhancing positive social and economic impact

Collahuasi mine in Chile is the third largest copper producer in the world, and an important regional player to the Tarapacá region in Chile. To determine its positive impact, our Chile-based Corporate Citizenship team, now part of SLR, has partnered with Collahuasi to analyse and measure the social and economic value it creates for the Chilean national economy, local communities, regional businesses and individual livelihoods.

This assessment involved reviewing financial and management information and interviews at the Collahuasi mine site, base operations, and in surrounding communities.

The assessment highlighted opportunities for Collahuasi to enhance its positive social and economic impact now, and into the future.

During 2021 we also supported the environmental, social & governance (ESG) strategy development, and the continued delivery of technical projects for the client.
Creating sustainable communities

Essex,
United Kingdom

Dunton Hills Garden Village is a new 4,000-home development in Essex, England which will embed the Town and Country Planning Act (TCPA) principles for Garden Communities. The developer, CEG, recognises the importance of community involvement and empowerment, and of building a place that responds to its residents, evolving and growing over time.

SLR – through its recent acquisition Vectos – is providing a mobility strategy for the new settlement which will deliver a network of mobility hubs, enable localisation, encourage active travel, and help reduce car use.

This will bring numerous benefits to the residents and surrounding communities in terms of health, wellbeing, environment, social cohesion and economics.
global leaders in environmental and advisory solutions: helping clients achieve their sustainability goals

www.slrconsulting.com