



REED & MACKAY  
A Navan Company

2024

Sustainability & Responsible  
Business Report



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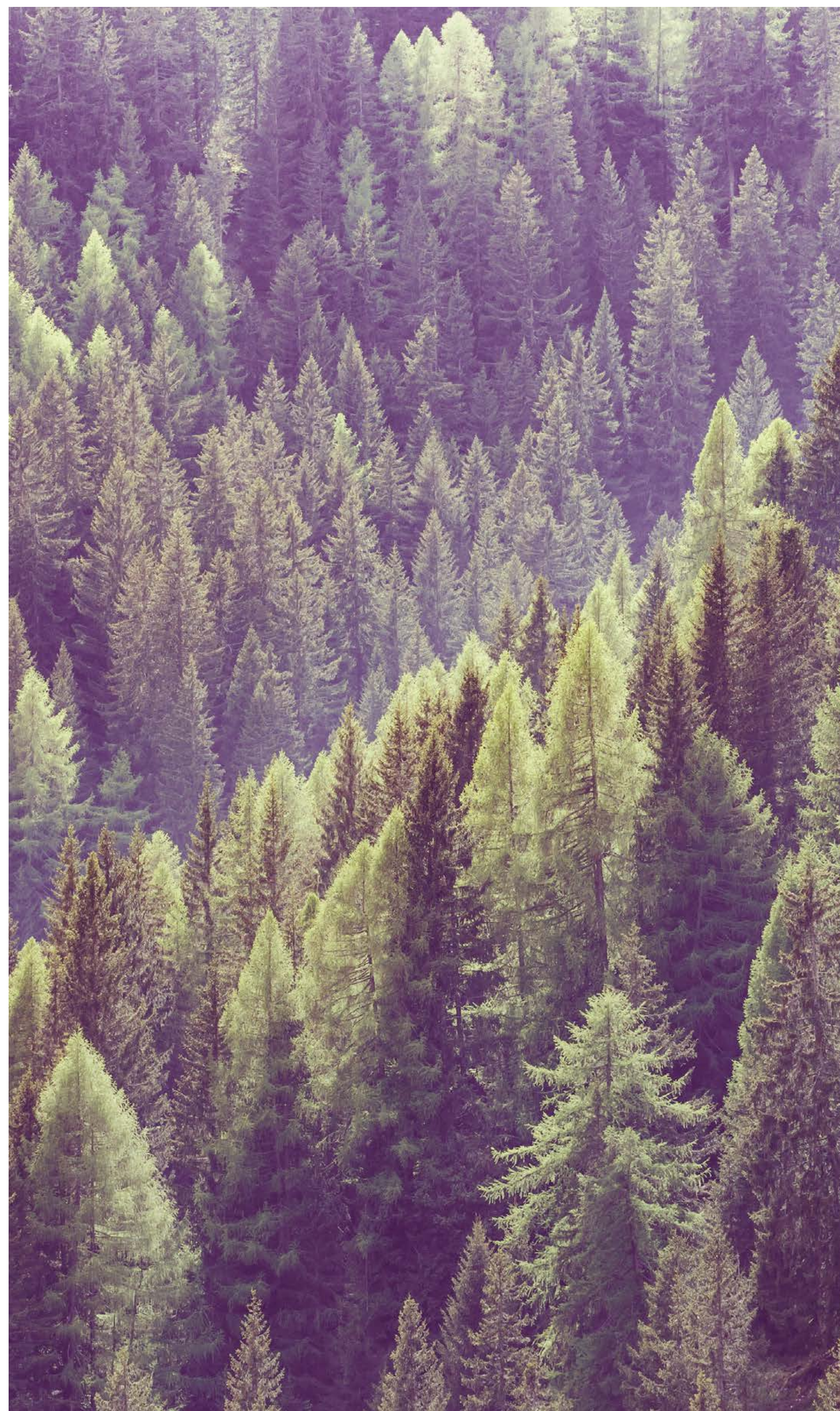


REED & MACKAY

A Navan Company

# Executive summary

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



# Executive summary

Since we first published our Sustainability & Responsible Business Report in 2022, we're proud to say that, as we bring you our third consecutive annual report, we're continuing to build on the solid foundations we've already established. As a business, we're fully committed to keeping sustainability at the heart of our business operations so that we are set for long-term success in our responsibilities to our people and the planet.

We remain fully committed to incorporating the Ten Principles of the UN Global Compact into our strategies, policies and procedures.

Employee engagement, health, wellbeing and equal opportunities across our global teams is integral and it is our mission to emanate our values across the world encompassing a variety of perspectives and a commitment to our people that everyone matters.

We seek to be inclusive and diverse, creating a working environment where everyone is appreciated and encouraged to thrive. That has led to the creation of our Diversity, Equity & Inclusion (DEI) Seasons. As we move into 2024, our dedication to expanding and refining our initiatives remains our goal, particularly in increasing employee engagement and interaction.

To match our own certifications and internal goals, we're as passionate about encouraging and working with our clients to manage their own responsibilities. We're working to achieve this through a wide-ranging series of actions including our own advice, services and products, as well as introductions to third-party programmes.

In January 2023, we signed a partnership with SQUAKE, which allows us to provide the most current, credible, granular CO2 data and messaging, at the point of sale, to our clients. This, in turn, enables travellers/bookers to take advantage of the opportunities available to reduce the carbon footprint of their travel and make more eco-friendly travel choices.

And, this year, we will be finalising deployment of the final stages of our tech delivery for sustainability-travel policy engine and approval solution.

That's a firm commitment to our 2024 environmental action agenda, which also includes developing and submitting our near-term and net-zero targets to the Science Based Targets initiative for its validation. And we will be completing our third response to the Carbon Disclosure Project, as well as completing

the roll out of our end-to-end meetings and events sustainability proposition.

Reed & Mackay's senior management recognised the focus sustainability requires and that clients need our full support with it, appointing Chris Truss to Global Sustainability Director. Truss' remit will focus on driving the business' global sustainability strategy, finding new and innovative ways to deliver our sustainability ambitions and ensure we continue to be at the forefront of change for good within our industry.

In addition, we've been recognised by industry peers for our commitment to sustainability, having received Business Travel News Europe's TMC's achievement in sustainability award in May 2023.

Our dedication to our sustainability objectives has also been recognised by EcoVadis' assessment of sustainability performance. We were delighted to have maintained our Gold medal status in 2023. That means we scored higher or equal to 96% of all companies rated by EcoVadis.

This year, we are in the process of completing our fourth EcoVadis assessment and have made it a transformational objective to retain our Gold medal status.





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# A commitment of responsibility

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

# A letter from the CEO

As travel has stabilised following the impact of the pandemic, at Reed & Mackay we continue to focus on meeting the strategic needs of our clients.

Over the last 12 months, sustainability has demonstrably become one of the key areas in which clients are looking for our expertise. And we know this is an area in which we can add real value to our clients' travel programmes and support them in meeting their ESG goals.

As a result, we are increasingly engaging with clients on CO2 control and management, alongside our historic specialties in financial, budgetary and policy control.

Clients are delighted we are building technical solutions to support this engagement. Furthermore, we're providing advisory services alongside this crucial technology to ensure we are delivering true value to their businesses.

Elsewhere, we are witnessing a growth in client expectation from our own sustainable and responsible business commitments and performance.

We are fully dedicated to continuing to meet and exceed these and, this summer, we will submit our progress report to the Science Based Targets initiatives for evaluation.

We are extremely proud of the significant strides we have taken and in the number of clients with whom we have had meaningful conversations about how to achieve their ESG goals with sustainable travel – many of which have resulted in demonstrable action.

As a business, we remain committed to delivering the best possible options and information to clients, whether this is through our relationship with SQUAKE – providing granular CO2 information throughout our proprietary tech ecosystem, so clients have immediate access to it throughout their booking journey – with Neste, the largest producer of Sustainable Aviation Fuel, with our charitable partnerships and with the advice we provide. None of this is demonstrated more than by our investment in our appointment of Chris Truss to the role of Global Sustainability Director.

We continue to see sustainability, and our focus on it, as the right thing to do for both our clients, for us as a business, and to help protect the planet.

**Fred Stratford**  
Group Chief Executive Officer





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# A clear way forward

Being sustainable in a world of  
social and economic challenges.

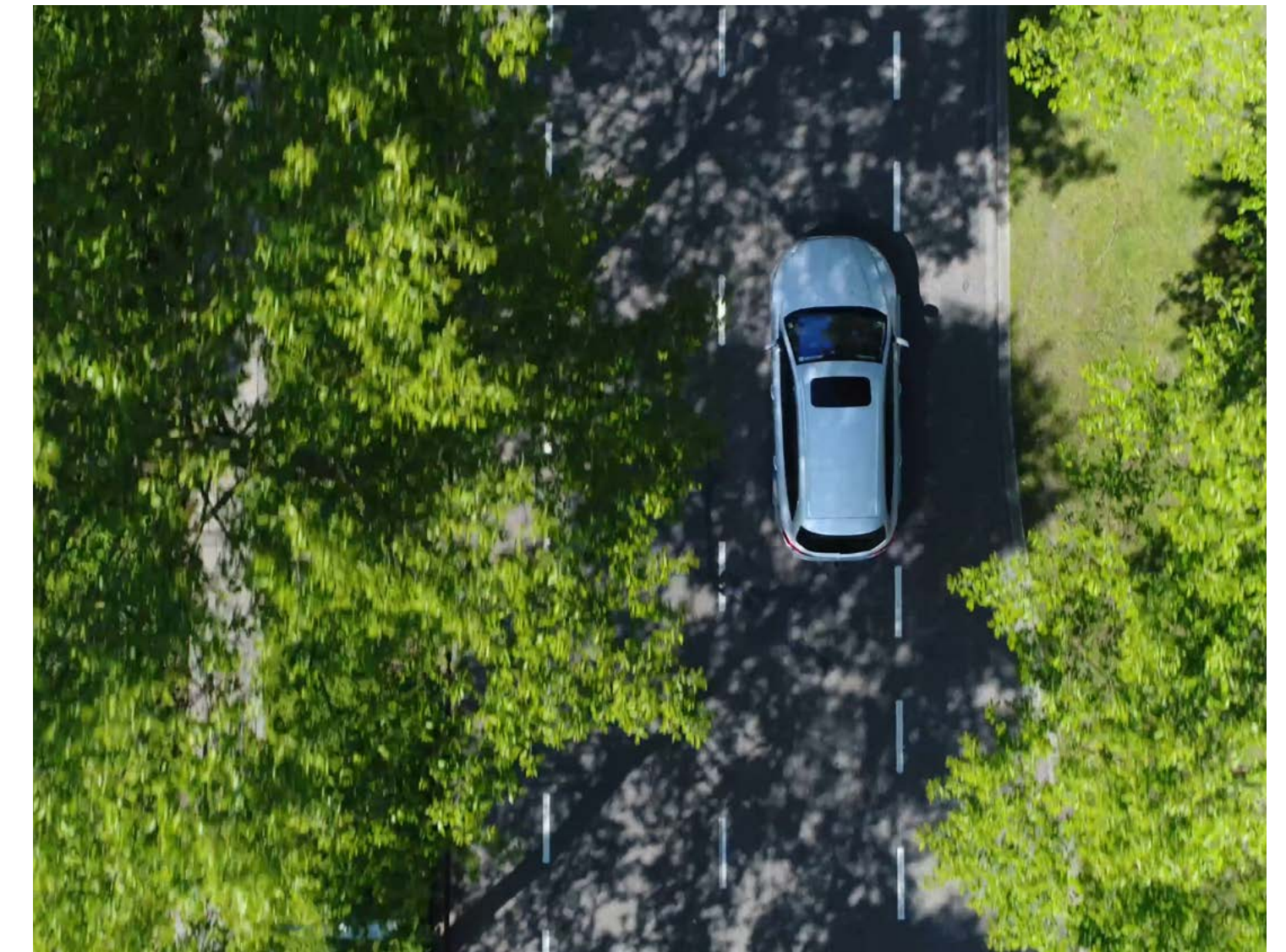




# Sustainability at the heart of business

Travel shapes our environment, our communities and our perspectives. At Reed & Mackay we understand that protecting the earth is all of our responsibility and we're taking the steps needed to improve and protect our extraordinary planet. An organisation's responsibility to sustainability is about the way we behave and run our business.

At Reed & Mackay, we recognise we need to harness the power of travel to make that positive impact, and use our intelligence and passion to deliver travel with care, doing the best for our clients and our world.



## Our planet

We care deeply about the impact of travel on our planet. Which is why we're taking action to reduce emissions from our own operations, providing advice and services that allow clients to do the same, and create further CO2-reduction opportunities through our partnerships.

## Our people

People are at the heart of everything here at Reed & Mackay. We work hard to support our people through training and development, wellbeing initiatives and access to opportunity in a fair and respectful work environment.

## Our partnerships

We work with our partners to create a more sustainable future for everyone, collaborating with trade suppliers and clients to enable them to make more sustainable travel choices. We engage with specialist organisations for guidance and support and connect our stakeholders with organisations that can help them address sustainability across their entire business.



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# Where we can make a real difference

Looking at the most material emissions  
Reed & Mackay generates and  
understanding how we reduce these.

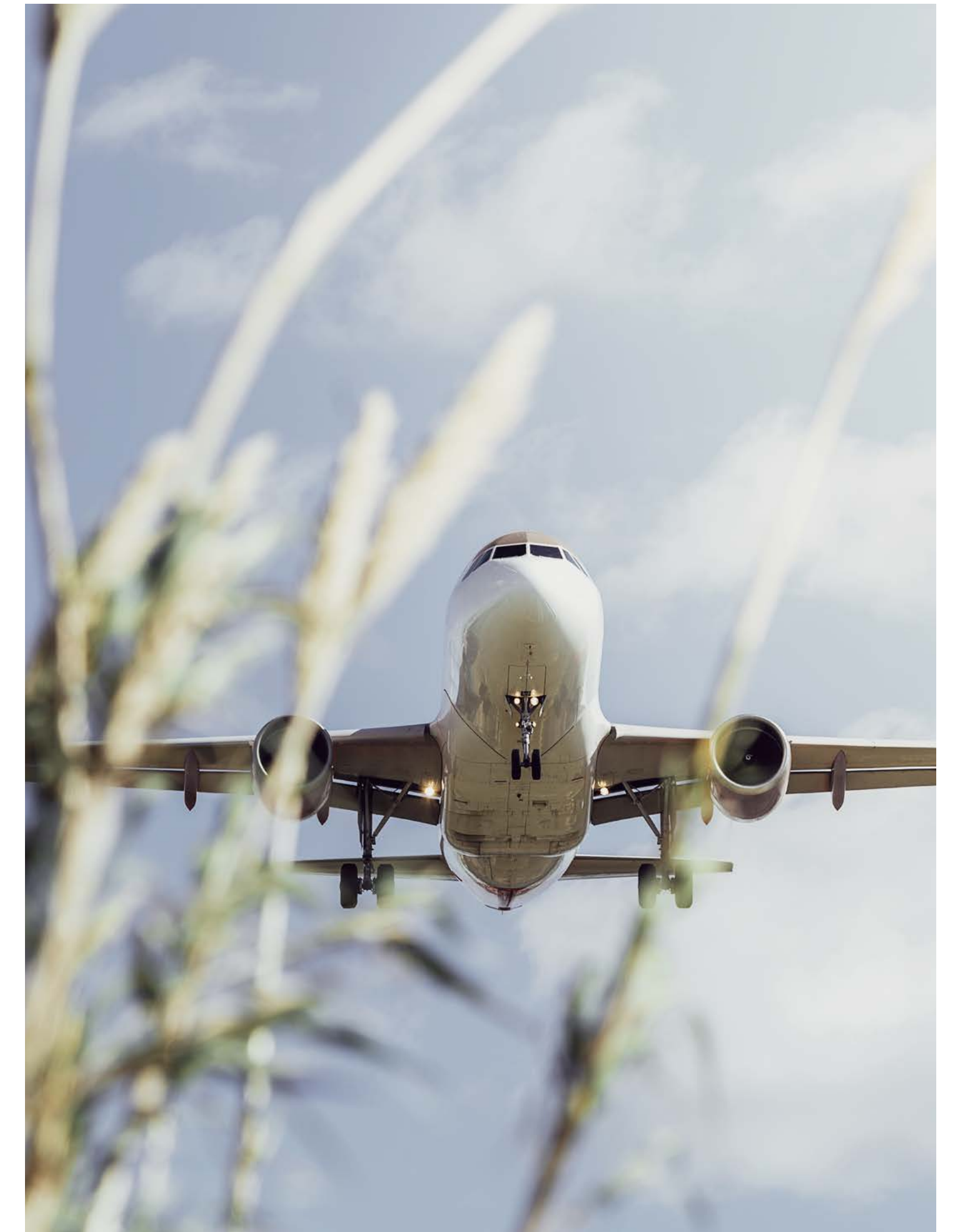
# Global business travel

Business travel and events are often a large part of a clients' Scope 3 CO2 footprint. They are also one of the most addressable within the day-to-day operations of a business. However, travel is, in general, one of the harder emissions to reduce, due to a reliance on fossil fuels, certainly in the near term.

At Reed & Mackay, all company air, rail and hotel CO2 emissions are monitored and measured via our carbon emissions dashboard and reported in our proprietary technology suite. The interactive dashboard provides a thorough and comparable summary of CO2 emissions per month, region and class of travel. These are then reported monthly to the Executive Team and reviewed to identify risks and opportunities for reductions.

Within the past 12-month period we have deployed granular CO2 calculations within our employee booking portals to encourage the choice of lower carbon options across all booking commodities. This will further enable us to control, report and analyse our travel emissions. We will also be using these mechanisms to build out our Net Zero plans, which we will be publishing in the summer of 2024.

Total scope 1	17.49t CO2e
Total scope 2 (location based)	120.39t CO2e
Total scope 3	4,084.17t CO2e
<b>Total gross emissions (location based)</b>	<b>4,222.05t CO2e</b>



## Air, rail & hotels

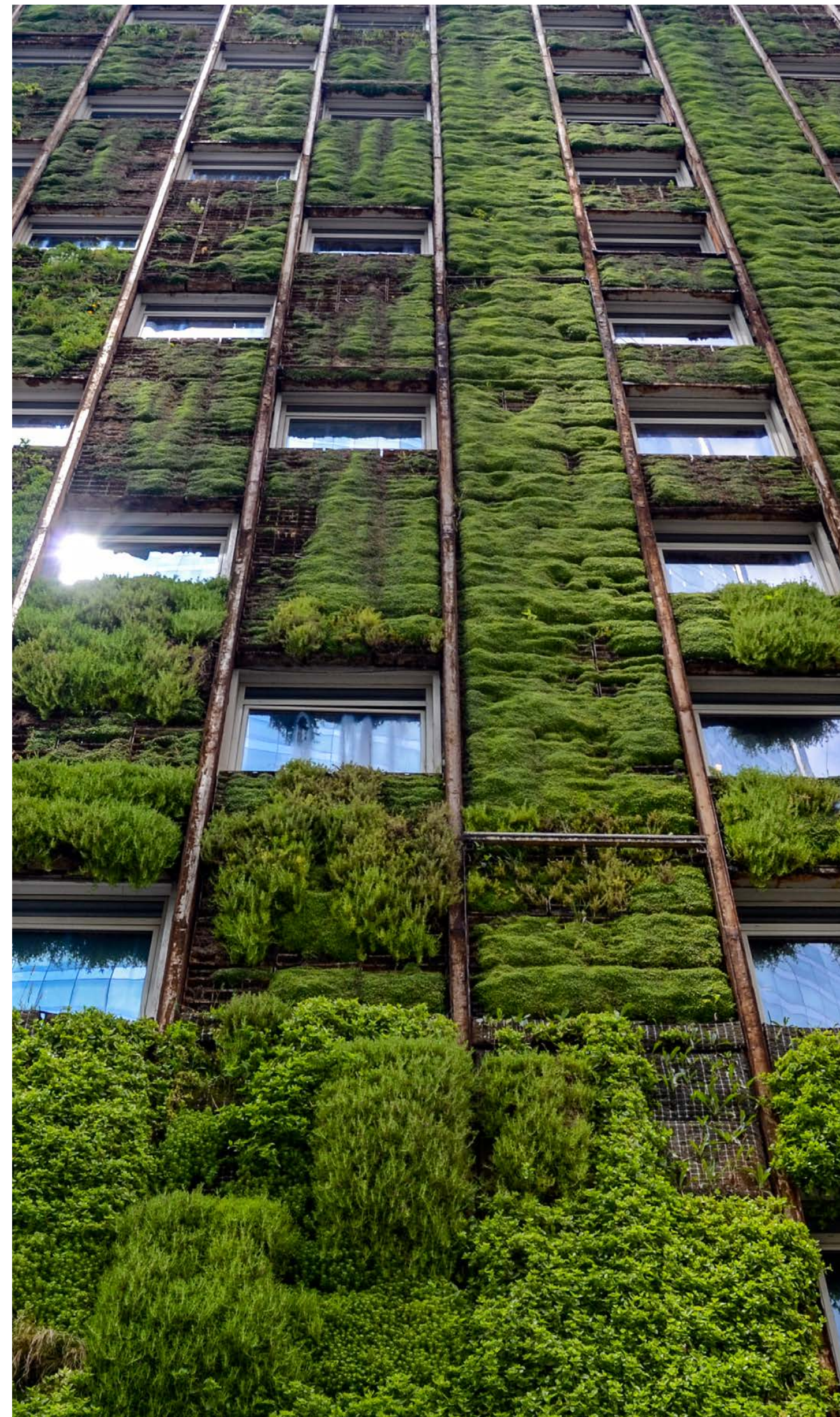
Reed & Mackay's Travel Policy encourages video conferencing for inter-office meetings and rail options or economy flights for external meetings.

R&M/Book – part of our proprietary technology – displays granular CO2 emissions at the point-of-sale. The option to filter flight and rail options by the amount of CO2 it emits allows our employees to choose the most eco-friendly option. Additionally, R&M/Book recommends rail options for all applicable domestic flights and allows the booker to see the CO2 emissions they will avoid by choosing the rail option.

R&M/Book also labels Sabre's Eco-Certified hotels. Each has been certified by a partner whose standards closely align with the Global Sustainable Tourism Council's criteria.

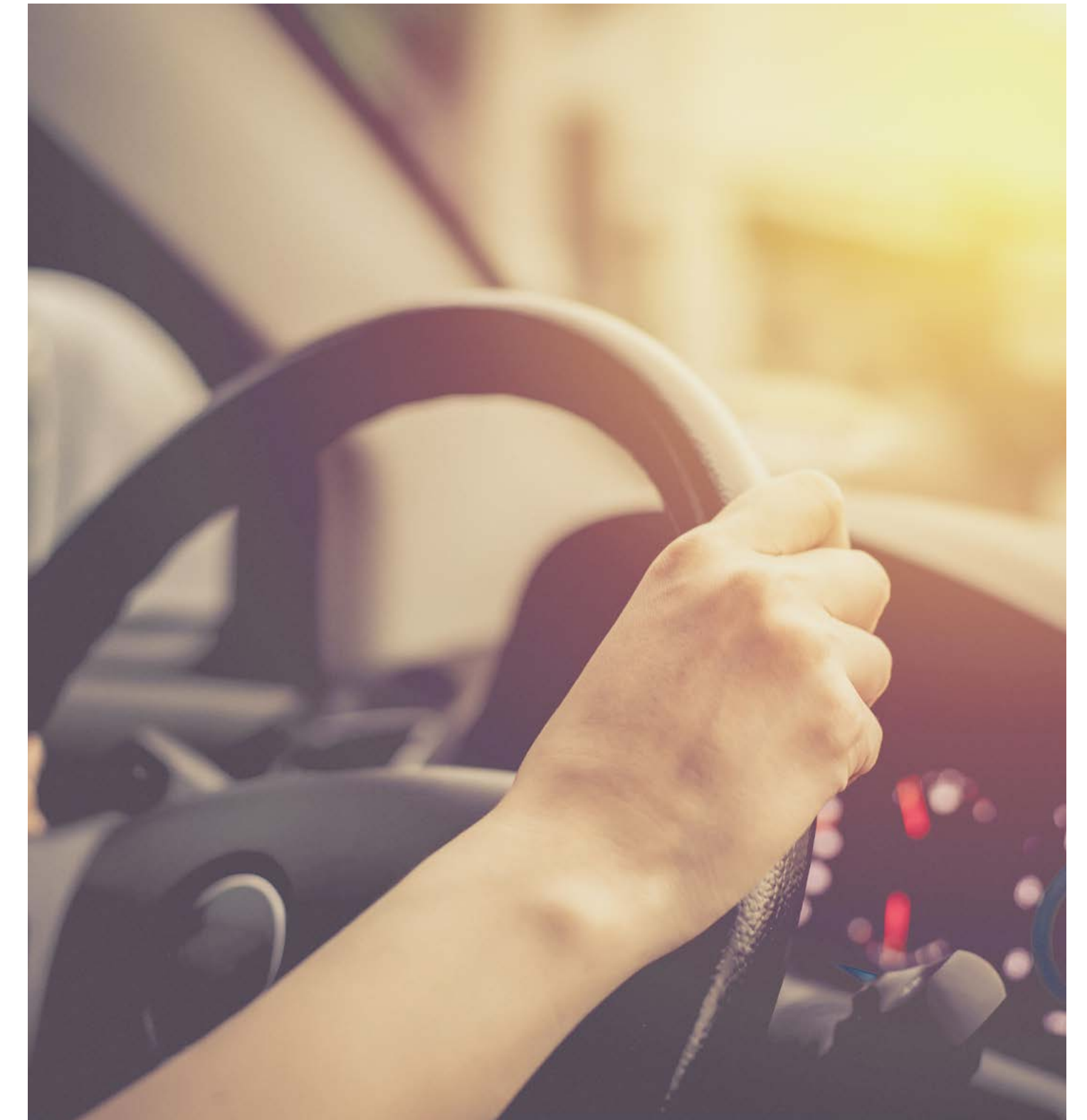
## Company vehicles

All Reed & Mackay vehicles are now leased hybrid electric vehicles. Mileage travelled in company vehicles is collated in our expense management tool and measured on a monthly basis.



## Hired vehicles

Our Travel Policy encourages public transport instead of taxis and hired vehicles. However, where hired vehicles are necessary, bookings are made, wherever possible, via car booking companies that have sustainability commitments in place.



# Operations

## Electronic equipment

Reed & Mackay's Technology and Facilities departments prioritise energy improvements from procurement to operations and maintenance. This approach helps us reduce energy consumption and minimise our carbon footprint, contributing to environmental sustainability. Reed & Mackay follows an end-of-life process for electrical equipment, ensuring we meet modern safety, environmental and efficiency standards. Considering energy improvements throughout the equipment's lifecycle also helps us reduce operational costs and enhances equipment reliability, leading to increased efficiency and productivity.

Over the past year, our Tech Operations team has implemented further energy-saving measures by integrating monitors with built-in docks for new hires within the company. Previously, docks were provided separately, leading to increased energy consumption.

We conduct due diligence on all suppliers used for sourcing IT equipment and other electrical appliances. This is to make sure all our suppliers meet our ethical and environmental standards and comply with applicable laws and regulations. Additionally, working

with reputable suppliers helps us guarantee the quality and reliability of the equipment, reducing the risk of equipment failure and minimising downtime.

## Cloud computing

Reed & Mackay migrated from physical data centres to the cloud in 2022. The cloud means more efficient use of resources; scaling our computing needs up or down as required, avoiding over-provisioning and wasting energy on idle servers or data centres.

It also reduces the need to build and maintain our own resource- and energy-intensive data centres. Our energy consumption and carbon emissions are lowered thanks to cloud providers' energy-efficient infrastructure, advanced cooling systems and optimised hardware. The cloud also enables remote work, reducing the need for employees' commute and lowering greenhouse gas emissions.



# HQ facilities

Over the last year, we embarked on a global carbon audit to identify opportunities for reducing CO2 emissions across all our office locations. We received our results in early 2024 and will soon be developing our near-term and long-term targets in line with the Net Zero Science Based Targets initiative.

Our Head Office in London has been certified to ISO 14001 for more than a decade. Since then, we have developed a mature programme of CO2 reduction initiatives and continue to make improvements year-on-year.

## Energy efficiency

Reed & Mackay's Head Office has a 'B' Energy Performance Rating. The electricity is on a 100% high-quality green tariff, meaning it is generated from 100% renewable sources.

We are committed to reducing energy consumption and promoting sustainable practices. One way we achieve this is by ensuring equipment such as printers, vending machines and monitors go into standby mode when they are left idle for a period of time. By doing this, we reduce unnecessary energy

consumption and lower our carbon footprint. The use of standby mode also reduces wear and tear on equipment, extending its lifespan and reducing the need for replacement which, in turn, reduces waste.

LED lighting has been installed in work and communal areas. LED lighting is more energy efficient than traditional lighting, consuming up to 80% less energy and lasting up to 25 times longer. Additionally, LED lighting is brighter, more uniform and less likely to flicker than traditional lighting, creating a more pleasant working environment for our employees.

We monitor our energy consumption using a SMART meter. SMART meters provide accurate, real-time data on energy usage, allowing us to identify areas where we can reduce consumption and improve efficiency. By tracking our energy use, we can identify patterns and trends, enabling us to develop strategies to reduce energy waste and lower our carbon footprint.

In 2023, an accredited energy assessor conducted energy assessments at three of our prominent UK sites, aligning with ESOS regulations. Following these assessments, Display Energy Certificates were issued for each site, affirming their energy efficiency.

In 2024, we are embarking on a renovation and redesign project for the communal areas at our Head Office. This initiative aims to provide a rejuvenating

update to these spaces. As part of this project, we are installing a new kitchen, equipped with state-of-the-art appliances that have enhanced energy efficiency features as well as pre-owned, recycled furniture.

## Office materials & supplies

Environmental due diligence is carried out with all of our office stationery and marketing product suppliers.

Printing statistics are monitored and reported on a monthly basis at our Head Office and employees are encouraged to print (double-sided) only when required. Access to colour printing is restricted to certain roles and functions.

Our Technical Services team continues to implement cloud-based resources, such as DocuSign, allowing electronic storage and reducing the need to print.

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

## Waste

Our Head Office waste processes ensure no waste is sent to a landfill site. Recycling processes have improved in the last two years with the introduction of new waste streams. In addition to general, mixed recycling, confidential paper, sanitary and electrical waste (IT and domestic), we now have separate waste streams for food and batteries. This improvement to waste segregation means each type of waste is treated appropriately, minimising environmental and health impacts and promoting the responsible use of resources.

We use the reduce, reuse and recycle hierarchy when managing our waste. We only work with reputable waste disposal companies that consider the environment during the collection and disposal process and comply with waste legislation. The relevant waste documentation is obtained for every collection and disposal, including Waste Transfer Notes, Hazardous Consignment Notes and Certificates of Destruction, where applicable. Other initiatives that have been implemented include:

### Reduce

- Milk dispensers added to Head Office kitchens, removing the need for milk cartons
- Avoidance of unnecessary items and packaging, eg stir straws and individual packets of sugar, coffee and tea bags
- Drinking water taps have been installed; no bottled water is provided
- Office stationery, marketing materials and kitchen supplies are bought in bulk to reduce packaging waste
- Motion sensor hand dryers are used in bathrooms; paper towels are not provided.

### Reuse

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

### Recycle

- Reed & Mackay carries out due diligence with all waste contractors to ensure office waste is recycled responsibly. The Head Office waste contractor has a zero-waste strategy and is committed to diverting all waste from landfill
- Where IT waste cannot be reused or repaired, it is harvested for functional parts before being recycled
- Recycling bins are clearly labelled and provide guidance on how to dispose of waste correctly
- Plastic bottles of water in our reception and meeting areas have been removed and replaced with recyclable glass options
- We've introduced new waste streams at our Head Office. In addition to general, mixed recycling, confidential paper, sanitary and electrical waste (IT and domestic) we have separate waste streams for food and batteries.



## Abnormal & emergency situations

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

All potential emergency situations are logged on our Risk Register, which is regularly reviewed. Controls have been implemented to prevent or mitigate adverse environmental impacts. We have been certified to ISO 22301 since 2013.

Our Business Continuity Management System is designed to handle the adverse effects of any business interruption, including the adverse effects on the environment. Our Office Manager is responsible for assessing the environmental impact of an incident or crisis and applying the appropriate recovery method.

## Water

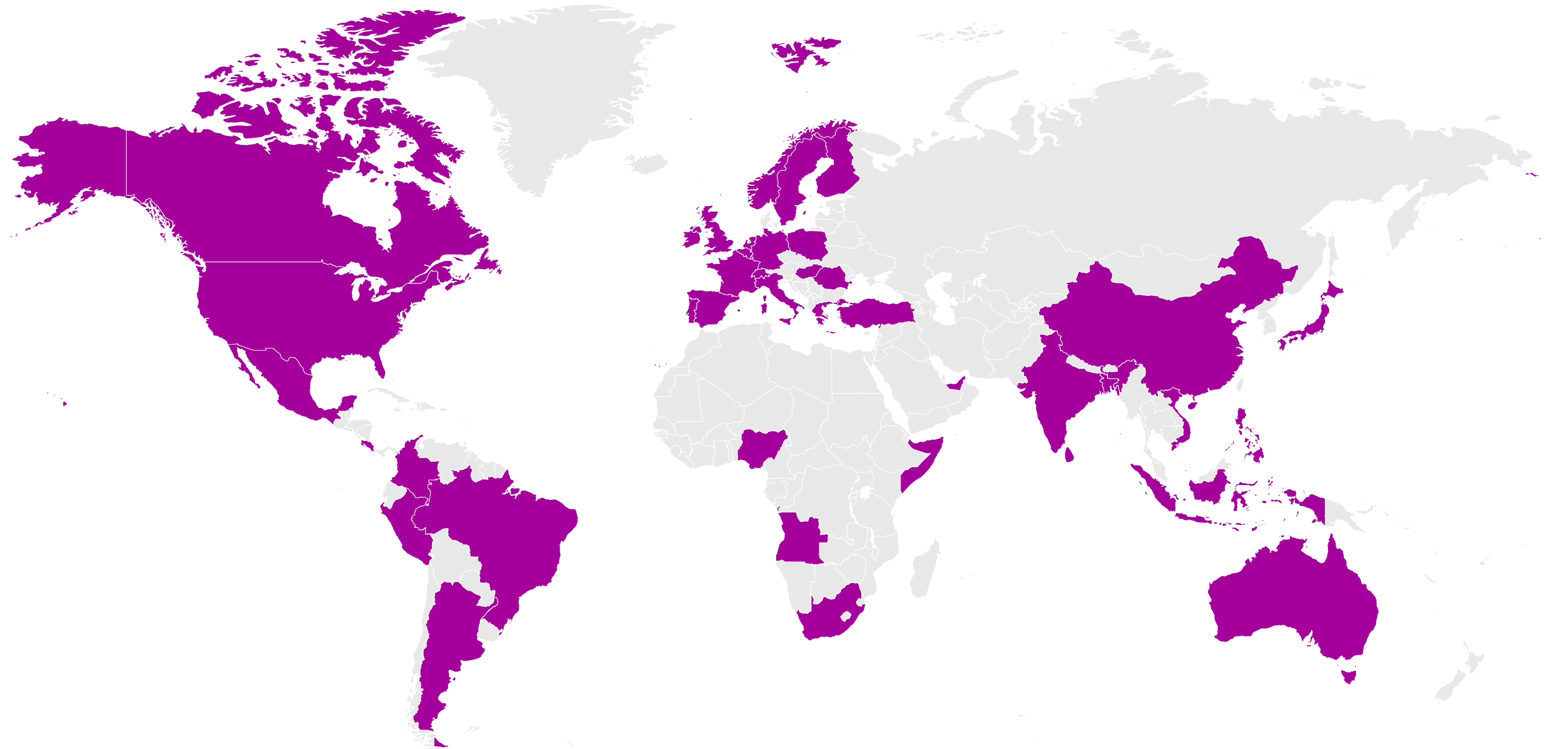
As an office-based company, our water consumption is very low. However, processes are in place to reduce the amount of water we consume wherever possible. Dishwashers are only used once they are at their full capacity. Regular water maintenance takes place in compliance with legislation to prevent leaks and contamination.



# International partner network

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

To provide clients with extended global coverage, we established the Reed & Mackay International Partnership, which extends our reach across 65 countries and 150 office locations. The Reed & Mackay International Partnership is a group of carefully selected corporate travel providers who operate as Reed & Mackay. Each brings a wealth of experience and in-depth travel knowledge from within their local markets. We conduct thorough due diligence on the selected partners to ensure they share our quality ethos and can operate under our IT infrastructure.



# Responsible procurement

## New suppliers

Reed & Mackay expects all suppliers and third-party service providers representing our company to uphold our ethical and sustainability standards.

As part of our rigorous onboarding process, all new direct suppliers, including sub-processors, undergo thorough due diligence. This process involves comprehensive questionnaires covering various areas such as Information Security, Physical Security, PCI-DSS compliance, Data Protection, Business Continuity, Corporate Governance, Quality, Health & Safety, Environment, Equal Opportunities, Diversity, Anti-Bribery & Anti-Corruption, Modern Slavery, Child Labour and Ethical Business Practices.

Moreover, suppliers undergo a credit check and their policies, certifications, independent audit reports and penetration test results are reviewed as necessary.

Suppliers are required to adhere to our Supplier Operating Principles, which encompass clauses related to:

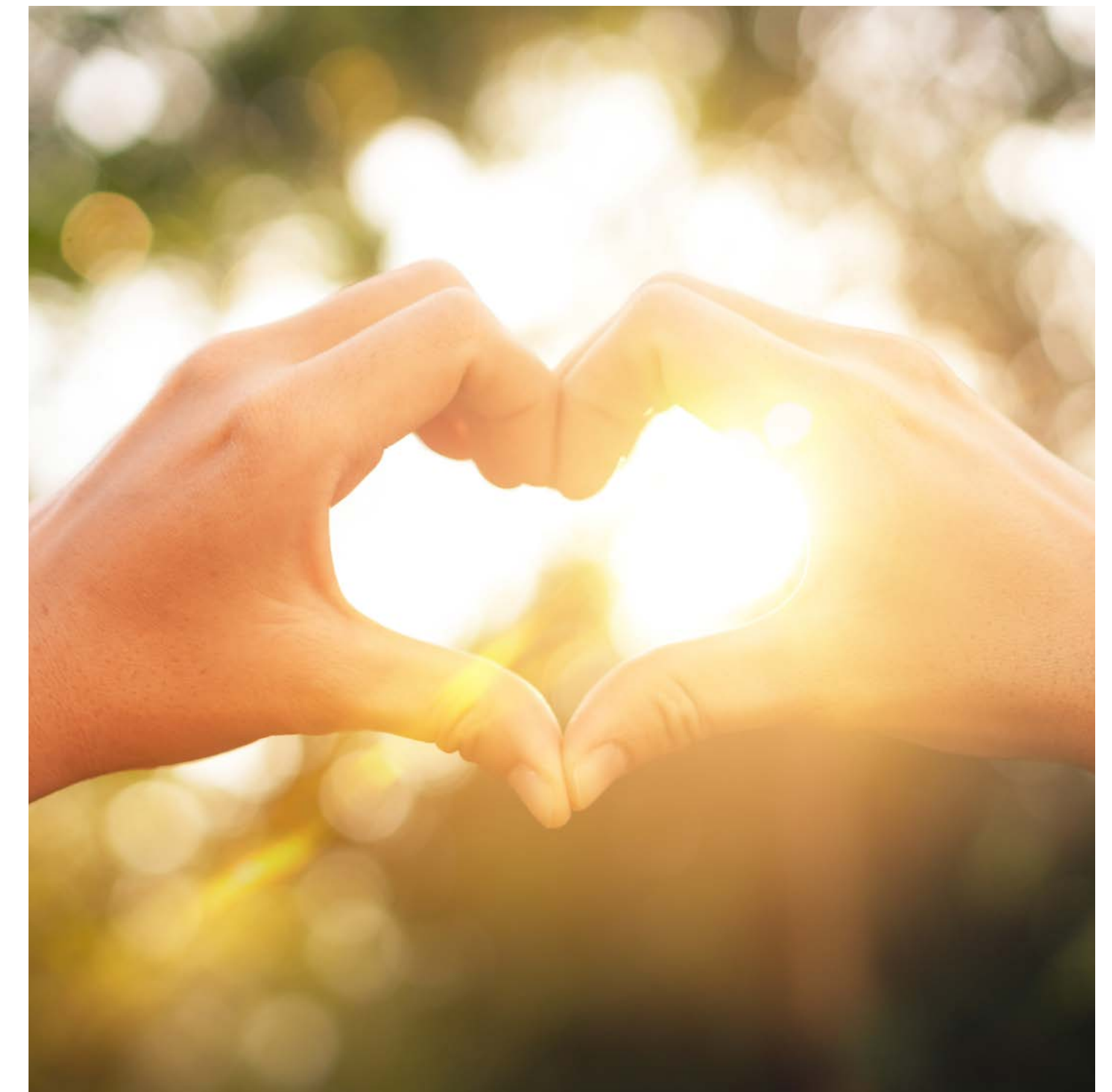
- Anti-bribery and anti-corruption
- Anti-money laundering
- Modern slavery
- Environmental standards
- Resources
- Skills and competence
- Social media usage
- Confidentiality
- Information security
- Data protection
- Disclosure of information
- Data retention
- PCI-DSS compliance
- Licensing
- Insurance
- Business continuity
- Quality assurance
- Conflicts of interest
- Political exposed persons
- Sanctions
- Supply chain management

All new solutions undergo a rigorous Information Security Assessment aligned with ISO 27001, Cyber Essentials, Data Protection and PCI-DSS requirements. Risks identified during due diligence or security assessments are mitigated and, if necessary, submitted for approval with the relevant senior stakeholder.

Existing suppliers undergo periodic reviews

with critical suppliers subject to at least annual assessments. These cover contractual performance, changes in security controls, certifications, compliance with Supplier Operating Principles and follow-up on any remedial actions.

Upon contract renewal or amendment, suppliers may undergo a re-evaluation of the full onboarding due diligence process to ensure continued compliance and adherence to our standards.



A modern-day disruptor with more than 60 years of heritage and offices in 65 countries, Reed & Mackay has a reputation for service excellence. Our global approach to sustainability ensures the vital topic remains high on the agenda for clients in the most influential boardrooms across the world. And, as part of the Navan Group, we bring shared innovation and stand-out talent, as well as our expertise in the high-profile law and finance sectors, among others. Plus, we're trusted by businesses around the world; with a 97% client retention rate and 98% global C-SAT score.

We meet the needs and requests of our clients by helping them manage their travel expenditure as effectively and efficiently as possible. Almost every aspect of our purchasing capacity and, subsequently, its impact on the environment, is determined principally by our clients' purchases and policies.

Recognising this, we work hard to proactively drive our client choices and raise awareness of commitments, providing support through technology, policy and behavioural change advice. We also work to support wider industry initiatives to create a sustainable working blueprint across all business sectors and to publicise the efforts of our industry suppliers – airlines, airports, hotels, meetings and events venues, road transportation and rail companies.

# Our sphere of influence in travel



**Richard Boardman, Executive Director**

Having brought a focus on international development and corporate social responsibility to the company, reinforcing the company's standing as a global player, Boardman's enduring commitment to the company's values and strategic objectives continues to make a lasting impact, cementing his legacy as a key architect of Reed & Mackay's success.



**Fred Stratford, Group CEO**

As well as accepting regular invitations to speak at leading industry events – placing us at the forefront of global discussions on all manner of travel industry topics – Stratford is a senior member of our parent company, Navan's, Executive team.

# Client expectations

With an ever-increasing focus on corporate travel's impact on the environment, and a desire from clients to reduce the impact of their business travel operations and activity, many of our leading clients have already signalled an intention to reduce their carbon footprint to a greater or lesser extent.

Many have set Science Based Targets and, alongside this, many have made commitments to the UN Global Compact (UNGC), joining thousands of other companies around the globe who want to take responsible business action to protect the planet.

UNGC's mission is to support companies doing business responsibly by aligning their strategies and operations with 10 universal principles on human rights, labour, environment and anti-corruption. To help our clients meet their commitments, we have enhanced the support we can offer them in measuring and reducing their CO2 footprint.

We also continue to establish our own Science Based Target initiatives (SBTi) commitments. In October 2022, we made a net-zero commitment with SBTi.

And, this year, we will be announcing our Net Zero strategy, including our near- and long-term company-

wide emission reduction targets in line with climate science and the Paris Agreement. Once these are validated by SBTi, we will continue to implement initiatives that keep us on track to achieve these ambitious goals. This not only helps us remain focused on our own net-zero targets, it assures our clients they are working with a travel management company that puts its sustainability plans into action.

In January 2023, we signed a partnership with SQUAKE – which powers accurate carbon calculations and provides tangible compensations of all travel and transport related emissions – to make sustainable travel more accessible for clients through enhanced sustainability data. By providing deeper, detailed CO2 emissions and sustainability comparison data across air, rail, hotel and car hire, travellers will be able to assess the impact of their travel decisions and make smart selections at the point of sale.

The SQUAKE logo is displayed in white, bold, uppercase letters on a solid blue rectangular background. The background of the entire slide section is a light purple color.

**SQUAKE**

# Meetings & events

Sustainable events and group travel were a key focus for Reed & Mackay throughout 2023 and we have delivered on many of our goals to place sustainability front and centre of the decision-making process around events. We have upskilled our staff with a full sustainability-in-events training programme, ensuring we place sustainability at the core of our proposition.

We are also continuing to innovate the way we report on our events, to provide our clients full carbon calculations to help roadmap improvements pre- and post-event. We are now in a position to provide full end-to-end reporting on an event's CO2 footprint, including, travel, accommodation, venue and F&B.

Reed & Mackay Events signed the Net Zero Carbon Events pledge at Cop27 in 2022. This initiative is hosted by The Joint Meetings Industry Council (JMIC), the global umbrella organisation for the events industry and is supported by the United Nations Framework Convention on Climate Change (UNFCCC). Throughout 2023 we are proud to have been involved in a number of collaborations within this group to push the wider industry forwards and deliver guidance and best practice to the market.

Our dedicated Venue Find & Event Specialists know exactly how to find the right eco-friendly venue.

## Credentials we look for

- **ISO 20121** - Awareness Training in Event Sustainability certificate
- **Lighting** - Lots of natural daylight and the venue prioritising LED lighting
- **Recycling processes** - Understanding how this is managed
- **Water waste management** - Determine if the venue has any systems or processes in place
- **Heating and energy** - Looking at elements such as Smart Room Temperature controls
- **Food waste management** - Asking if they offer bowl food rather than a buffet to reduce waste, and find out what they do with leftover food
- **Sustainable menu** - Determining if there's a vegan menu
- **Reduce plastics and paper** - Does the venue have contactless check-in, hotel apps to access meeting rooms and no single-use plastics?
- **Sustainability tools** - Can they track and measure the use of CO2?

- **What local initiatives are in place** - Determining if they are working with local suppliers and communities
- **Training** - How do they train their staff in sustainability?





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# How we can make a real difference

How our sustainability strategy aligns  
with our business strategy.

# Aligning our values

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

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

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

## Passion

We love what we do. We are energetic, take responsibility and achieve extraordinary results. We inspire customers with our entrepreneurial spirit and are passionate about our exceptional levels of service.

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

## Care

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

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

## Entrepreneurial

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

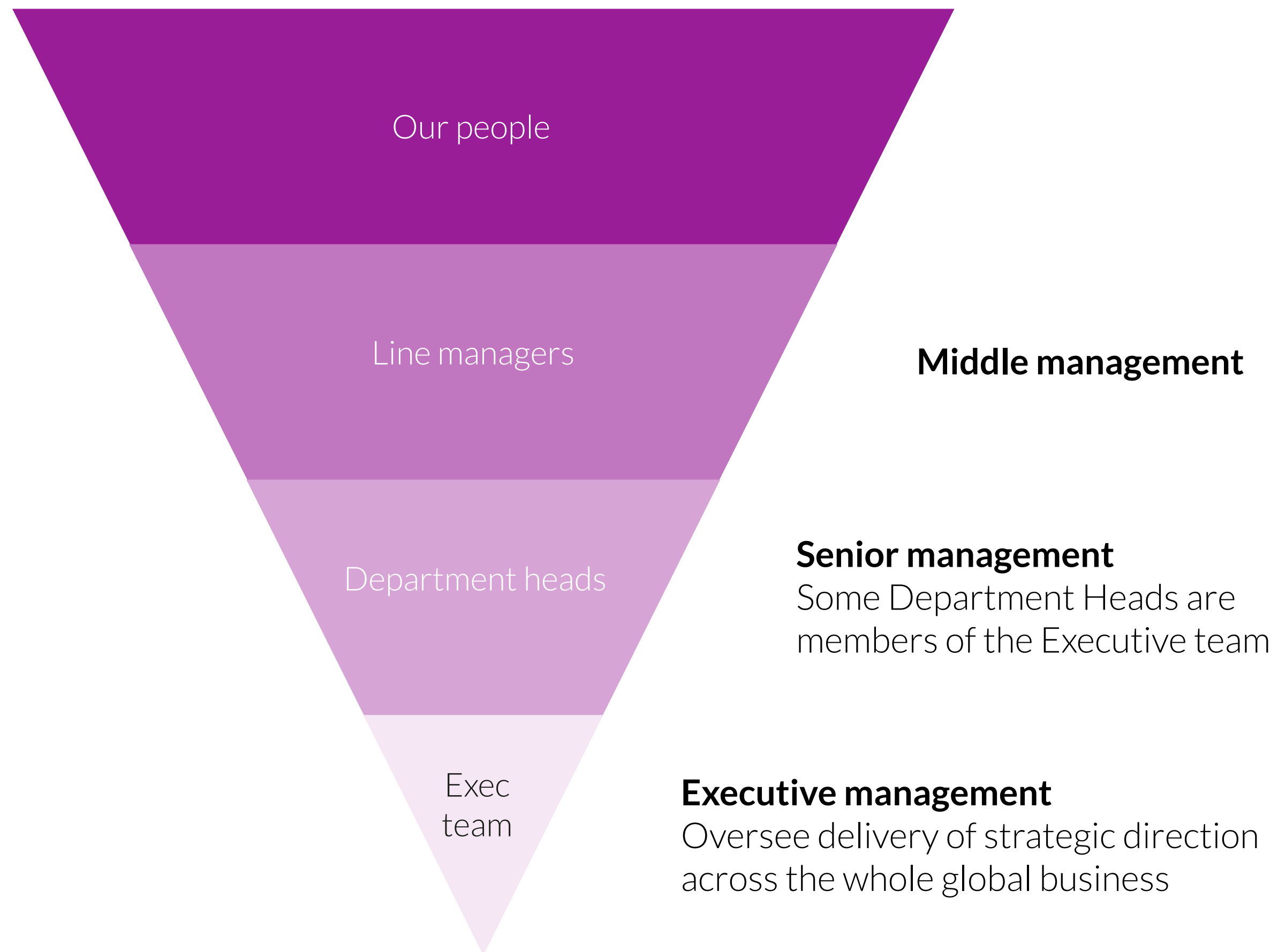
- We own this together
- We're brave and imaginative
- We make change happen

## Fun

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

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

# Our people define our values and drive our strategy



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

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





## Our people

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

### Line Managers

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

### Department Heads

Department Heads, some of whom are members of the Executive Team, define departmental objectives that are aligned to corporate objectives and, therefore, the overall business strategy.

## Executive Team

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

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

# Key policies & mandatory training

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

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

## Anti-Bribery & Anti-Corruption policy

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

An Anti-Bribery and Anti-Corruption risk assessment is carried out annually. This policy includes causes covering:

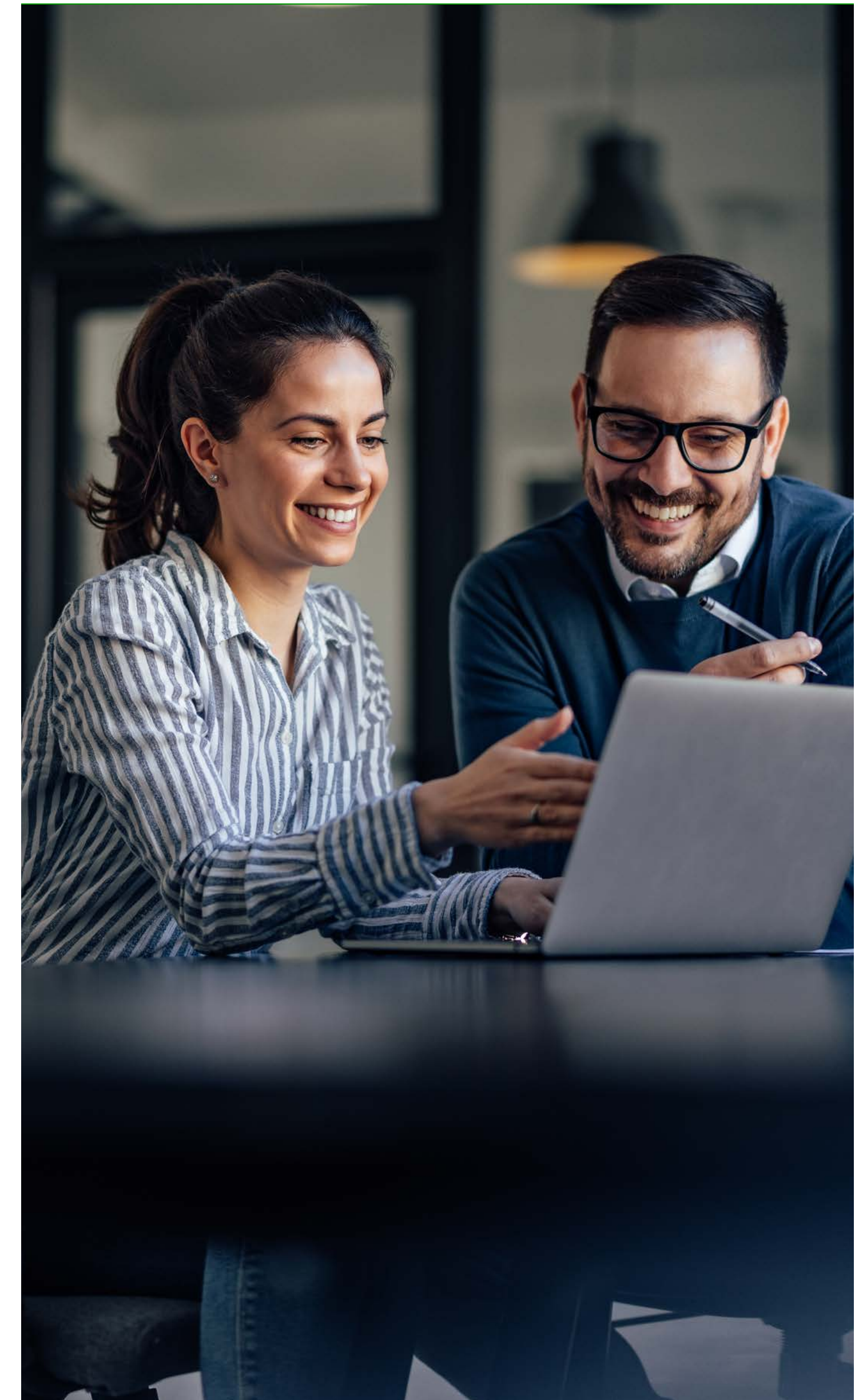
- Facilitation payments and kickbacks
- Donations
- Gifts and entertainment
- Sanctions
- Conflicts of interest
- Fraud
- Anti-competitive activity.

### Accountable

General Counsel and DPO, Global Finance Director and Global Commercial Director

### Training

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



## Anti-Money Laundering policy

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

### Accountable

Global Finance Director

### Training

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

-

## Labour and Human Rights policy

We are committed to employee engagement, human rights and employee health and wellbeing. We believe it is vital to the success of our business. We strive for a sustainable workforce that is engaged and committed to the company, our goals and objectives. We respect and protect our employees' rights throughout our global offices. The purpose of this policy is to define the labour and human rights standards to which all Reed & Mackay employees are entitled to.

As a signatory to the UN Global Compact (UNGC) we have pledged to incorporate the 10 principles of the UNGC into our strategy, operations and decision making and this policy helps to reinforce that commitment.

### Accountable

Global HR Director and Group CEO

### Training

All employees are required to complete Modern Slavery & Human Trafficking training.

-

## Diversity, equity & inclusion policy

Our commitment to diversity, equity & inclusion is at the core of Reed & Mackay's values. We seek to promote an inclusive, supportive and respectful environment, which appreciates and values the experiences, perspectives and skills we all bring. Reed & Mackay has a zero-tolerance approach to discrimination and harassment and is committed to confront and eliminate all instances.

This policy is founded on our desire to fully comply with applicable laws and on the conviction such discrimination interferes with employee work performance and productivity. We consider our diversity to be our greatest resource, helping connect people and is vital to the success of our business.

### Accountable

Global HR Director

### Training

All employees are required to undertake mandatory Diversity, Equity & Inclusion training.

-

## Corporate Social Responsibility policy

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

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

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

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

**Accountable**  
Global HR Director

### Training

Our Employee Handbook outlines expectations on employees with regard to Corporate Social Responsibility.

-

## Environmental policy

Reed & Mackay's Executive Team recognises that being an environmentally responsible business is fundamental to our mission: 'To connect people effortlessly and enable business relationships to flourish sustainably'. We are committed to the protection of the environment, the prevention of pollution, sustainable consumption, continual improvement of our environmental performance and the fulfilment of our compliance obligations.

We've identified these environmental aspects as applicable to our business and, wherever possible, we implement measures to reduce our environmental impact:

- **Travel, communications and company vehicles** (air, public transport, company vehicles)
- **Energy, buildings and air conditioning** (Electricity usage – lighting, heating, cooling and energy to power office equipment)
- **Waste** (general, mixed recycling, paper, toners, IT and non-IT equipment waste)
- **Office materials and supplies** (IT equipment, furniture, consumables etc)
- **Water** (Water usage)
- **Abnormal and emergency situations** (Business Continuity incidents that cause an environmental impact)

**Accountable**  
Group CIO

### Training

All employees receive a comprehensive induction from the Security & Trust team.

-

## Health & Safety policy

Our Executive Team recognises the significance of Health & Safety and is committed to providing and maintaining a safe and healthy working environment to all employees and visitors.

Our Global HR Director has overall accountability for our Health & Safety Policy. Workplace inspections and risk assessments are conducted regularly and the appropriate documentation and records (eg accident logs, training certificates for fire wardens and first aiders) are maintained appropriately in accordance with applicable laws and regulations.

Planned evacuations occur at office locations at least annually and areas for improvement are logged and addressed. Emergency exits and evacuation signs are clearly displayed.

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

**Accountable**  
Global HR Director

**Training**  
Reed & Mackay has implemented mandatory 'Health & Safety in the Office' training and 'Display Screen Equipment (DSE)' training.

-



## Whistleblowing policy

The aim of the policy is to encourage employees and contractors to report suspected wrongdoing as soon as possible, in the knowledge their concerns will be taken seriously and investigated as appropriate, and their confidentiality respected. The policy provides examples of the types of misconduct or behaviour that could give rise to a report and outlines the processes for reporting their concerns.

**Accountable**  
Global HR Director

**Training**  
Our Whistleblowing Policy and the process for reporting concerns is communicated to employees via the company intranet. Contractors are provided with Reed & Mackay's Supplier Operating Principles and must inform their Reed & Mackay contact if they are unable to comply with these principles.

-

## Menopause policy

At Reed & Mackay, we are dedicated to providing a supportive and inclusive working environment for everyone. We recognise that women who experience the menopause, whether it be before, during or after this time of hormonal change and the associated symptoms, may need additional consideration, support and adjustments. We also recognise menopausal symptoms can affect transgender and non-binary people.

We are committed to developing a workplace culture that supports workers experiencing the menopause, so they feel confident to raise issues about their symptoms and ask for reasonable adjustments at work.

### **Accountable**

Global HR Director

### **Training**

A copy of the policy is included on Reed & Mackay's intranet.

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# The importance of our people and their wellbeing

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

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

## **Pillar 1: Human Rights**

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

## **Pillar 2: Talent Development**

Talent Development plays a key role within our business by retaining, attracting, developing and motivating our employees, ensuring everyone is working towards our organisational goals. Every employee's development and aspirations are listened to and valued, creating career paths and opportunities for all. Employees must feel comfortable being themselves, leveraging their unique strengths and sharing their perspectives. This allows everyone the chance to make an impact and understand why their work fits into the bigger picture.

## **Pillar 3: Wellbeing**

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

## **Pillar 4: Employee Engagement**

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

# Global collaboration & partnerships

As identified by UN Sustainable Development Goal (SDG) 17, partnerships and collaboration are essential for businesses striving to be more sustainable. Organisations within and across industries can share knowledge and expertise, leading to more innovative and sustainable solutions. Reed & Mackay seeks forums we can contribute to and learn from different perspectives, knowledge and experience. This will allow us to develop more effective and efficient practices, jointly solving shared problems.

## Australian British Business Association

This partnership helps us strengthen relationships with leading multinational companies, mid-market businesses and non-profit organisations, through various programmes and networking opportunities. It enables us to be a part of conversations on sustainability, business growth, travel and more.

## IATA World Sustainability Symposium

Reed & Mackay Global Sustainability Director Chris Truss was invited to speak on this prestigious panel, discussing carbon calculation methodologies, and highlighting why corporates want and need accurate

and reliable information on carbon footprints from their travel management company.

## British Chamber of Commerce Dubai

The collaboration with the British Chamber of Commerce Dubai provides us with a valuable platform to engage with UK-based companies and professionals that have mutual business interests in the region. Through this partnership, Reed & Mackay highlights its commitment to sustainability, while fostering meaningful connections and exchanging insights on sustainable practices with peers in the United Arab Emirates. In December 2023, we took part in its Cop28 UAE networking with 70+ companies, all with a strong ESG focus.

## Client collaboration

Chris Truss has attended multiple supplier engagement days with clients to help them build a picture of their supply chain and demonstrate how they can reduce their carbon footprint. These engagement days allow for sharing best practice with clients' other suppliers, all driving towards making the biggest impact on carbon reduction.







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# Our clear goals & targets

Our sustainability and responsible  
business commitments.

# UN Global Compact: addressing the 10 core principles

As participants of the United Nations Global Compact and the UN Global Compact Network UK, we're proud to be working with other organisations that share our commitment to accelerating sustainability efforts and scaling up impact. We're dedicated to aligning strategies and operations with universal principles on human rights, labour, environment and anticorruption and to take actions that advance societal goals.

We're setting the stage for long-term success in our responsibilities to our people and the planet, by incorporating the [10 Principles of the UN Global Compact](#) into our strategies, policies and procedures, while establishing a culture of integrity. Learn how you can join us on this journey by clicking [here](#).

## Human Rights

To meet our commitment to both principles, we have a published formal policy on both Labour and Human Rights for which all employees must pass elearning modules.

### Principle 1:

Businesses should support and respect the protection of internationally proclaimed human rights.

### Principle 2:

Make sure they are not complicit in human rights abuses.



## Labour

Principle 3 is honoured in the first part, but collective bargaining is not a facet of our business model as each person is employed on an individual contract of employment.

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

### Principle 3:

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

### Principle 4:

The elimination of all forms of forced and compulsory labour.

### Principle 5:

The effective abolition of child labour.

### Principle 6:

The elimination of discrimination in respect of employment and occupation

## Environment

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

We will continue to address Principles 8 and 9 in a variety of ways through different aspects of our business and sphere of influence.

### **Principle 7:**

Businesses should support a precautionary approach to environmental challenges.

### **Principle 8:**

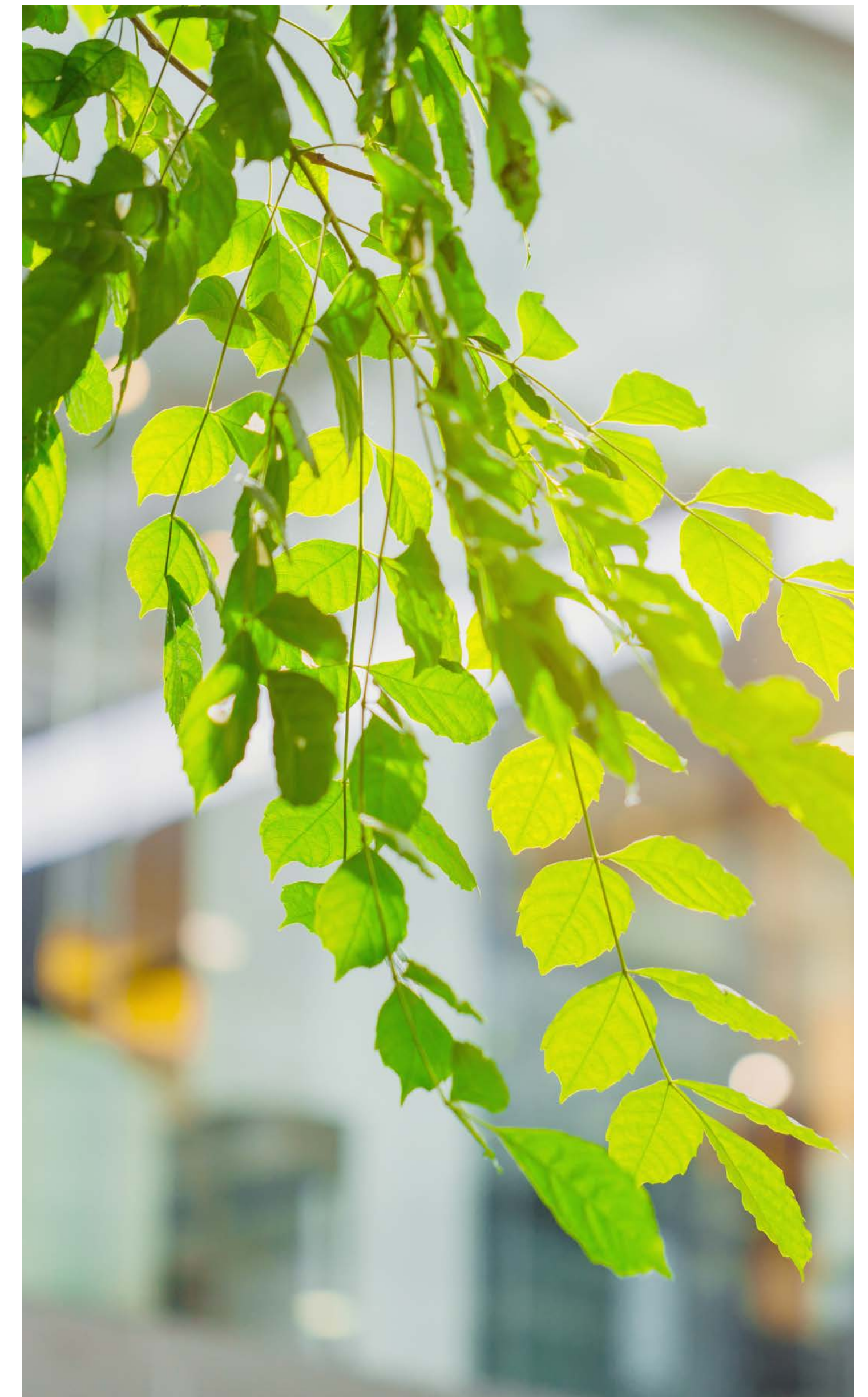
Undertake initiatives to promote greater environmental responsibility.

### **Principle 9:**

Encourage the development and diffusion of environmentally friendly technologies.

## Our operations & our people

We tackle internal environmental impacts of our business through our ISO 14001 certified environmental management system. Our employee engagement initiative, R&M Champions, also gives our people the opportunity to actively participate, providing valuable insights and ideas on how we can make our operations more sustainable. Additionally, we encourage our employees to adopt environmentally sustainable practices in their home lives as well as day-to-day work, such as reducing energy usage and minimising waste. We understand that internal sustainability is crucial to our long-term success.





## Our clients

To match our own certifications and internal goals, we will encourage and work with clients to manage their own responsibilities. This can be achieved through a wide-ranging series of actions including our own advice, services and products as well as introductions to third-party programmes.

Our plan to continually enhance sustainability support includes:

- Strategic Business Planning to incorporate client sustainability goals into travel policy and processes
- Provision of formal CO2 emissions reporting and data for inclusion in annual company statements to shareholders and governance bodies
- Proactively lead supplier negotiations to create environmentally friendly travel programmes, including advice on hotels, electric cars etc.
- Educational webinars, in-person events and digital communications to raise awareness of company responsibilities and opportunities for sustainability within managed corporate travel programmes
- Providing the most current, credible, granular CO2 data and messaging at point of sale to enable travellers/bookers to take advantage of the opportunities available to reduce the carbon footprint of their travel and make more ecofriendly accommodation choices.

## Our industry & the wider world

We seek to lend our voice to initiatives and groups advocating for the decarbonisation of the travel industry as well as business and industry on a global scale. Our participation in the UN Global Compact underpins all of our efforts, giving us the opportunity to engage in promotion of, and collaboration towards, shared solutions on a global and cross-sectoral scale. We also look to use our vast knowledge and experience in our own field to influence and work together with various bodies on specific issues in our industry.

We also want to identify and help amplify the efforts of any other organisations with environmental missions that resonate with our ethos. This may range from philanthropic partnerships with environmental non-profits and enterprises, to promoting innovative businesses, projects and climate solutions in need of investment, to all of our stakeholders.

## Environment action agenda 2024

1. Develop and submit our near-term and net-zero targets to Science Based Target initiative for its validation.
2. Finalise deployment of the final stages of our tech delivery for sustainability – travel policy engine and approval solution.
3. Complete Reed & Mackay's fourth annual EcoVadis assessment and maintain our Gold medal status.
4. Complete our third response to the Carbon Disclosure Project (CDP) with the aim of receiving an 'Awareness' level score.
5. Engage with a minimum of our top 100 clients to assist and advise on their decarbonisation activities.
6. Complete roll out of end-to-end meetings and events sustainability proposition.
7. Continue to implement a programme of carbon literacy education across the business, while continuing to make professional training in sustainability available for specific disciplines where appropriate.

## Anti Corruption

To meet our commitment, we have published an Anti-Bribery & Anti-Corruption Policy and perform Anti-Bribery & Anti-Corruption Risk Assessments annually. All employees must complete mandatory online training.

### **Principle 10:**

Businesses should work against corruption in all its forms, including extortion and bribery.



# Our people and their wellbeing

## Human Rights

Our workforce is made up of individuals with their own unique identities. They represent a variety of ages, ethnicities, abilities, faiths and beliefs, sexual orientations, gender identities, parental and caring responsibilities, socioeconomic and educational backgrounds.

It's important we promote an open, respectful and transparent culture, where everybody's differences are encouraged and can be appreciated for who they are.

### **Objective 1: Year-on-year improvement in the representation of under-represented groups across all employee levels and in all markets**

- Increase the Diversity, Equity and Inclusion (DEI) data held to 50% first year, 70% second year, 80% third year
- Implement diversity training to support unbiased recruitment practices and mandate for all line managers
- Refresh our talent attraction collateral to demonstrate inclusion and creating a welcoming environment for all our community groups.

### **Objective 2: Developing a culture to ensure a sense of belonging and psychological safety for all employees to thrive**

- Support the growth of Reed and Mackay community groups
- Ensure every Executive Team member is accountable for inclusion within their practices and team
- Implement regional culture committees for all major markets.

# Talent development

Talent Development plays a key role within our business by retaining, attracting, developing and motivating our employees, ensuring everyone is working towards our organisational goals. Every employee's development and aspirations are listened to and valued, creating career paths and opportunities for all. Employees must feel comfortable being themselves, leveraging their unique strengths and sharing their perspectives. Ensuring everyone can make an impact and understand why their work fits into the bigger picture.

## **Objective 1: Educating the workforce on the importance of workplace equity and inclusion**

- Refresh corporate DEI mandatory training to develop cultural competency
- Grow our DEI content so it continuously provides learning opportunities globally
- Analyse the engagement rate of different employee groups accessing and completing Reed & Mackay training and development courses.

## **Objective 2: Foster the holistic development and wellbeing of our employees, nurturing a culture of continuous learning, personal growth and overall satisfaction**

- Implement personal development programmes globally, encouraging employees to develop their communication skills, leadership development and self-care
- Increase employee participation in personal development programmes by 25% in the next six months
- Partner with in-house experts to design and deliver high-quality workshops and resources tailored to our employees' needs
- Empower our employees to enhance their skills, expand their knowledge and advance their careers within the organisation.

# Wellbeing

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

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

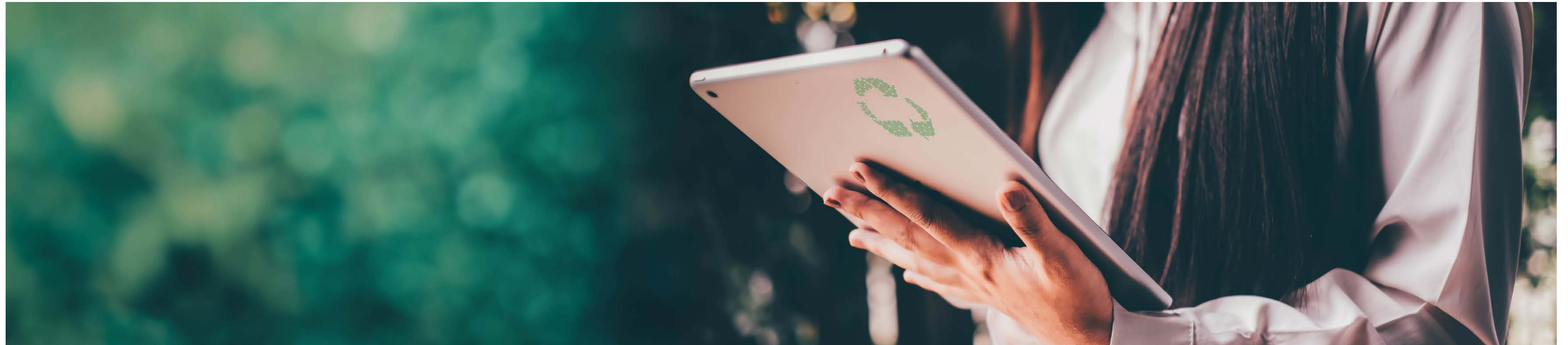
- To continue to support all employees with wellbeing initiatives via regular articles and online training resources
- To support our Mental Health First Aiders enabling them to provide the best support globally.
- Enhance manager training on how best to support their teams via our new global manager pathway.

## **Objective 2: To provide a place of work where everyone has a sense of belonging and enjoys coming to work. Enable employees to own the workplace culture to give them what they need.**

- Use local community groups to provide a safe space for people to come together and share ideas on enhancing the workplace culture, better supporting employee wellbeing
- To create Psychological Safety training for all line managers.







# Employee engagement

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

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

- Review our recognition strategy globally to ensure a consistent approach to rewarding and recognising employees
- To ensure we engage effectively with all employees across the globe using a method suitable for the majority
- To be transparent with our goals including our highs and our lows.

## **Objective 2: Employee voice**

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



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# Governance structure & processes

How we elevate our commitments in line with managing and seeking certification in the same way as other important business areas.

## Integrated management system

Reed & Mackay's Integrated Management System consists of the following:

- ISO 9001: Quality Management Systems
- ISO 14001: Environmental Management Systems
- ISO/IEC27001:InformationSecurityManagement Systems
- ISO 22301: Business Continuity Management Systems
- EcoVadis
- Carbon Disclosure Project (CDP)
- UN Global Compact
- Payment Card Industry Data Security Standard (PCI DSS)
- NIST CSF
- The Sarbanes Oxley Act of 2002 (SOX)
- General Data Protection Regulations and other applicable Data Privacy regulations

## Security & Trust Team

At Reed & Mackay, we recognise the significance of fostering a culture rooted in security and integrity. In 2023, we established a Security & Trust department, responsible for overseeing Reed & Mackay's Integrated Management System. This department assumes a pivotal role in managing business risks, upholding a resilient security posture, enhancing the quality of processes, ensuring operational continuity and implementing controls to reduce environmental impact.

## Data privacy

The Security & Trust team works closely with the Legal & Compliance department, in particular the General Counsel (DPO) and Data Privacy Specialist, in support of Reed & Mackay's adherence to the General Data Protection Regulations (GDPR) and other applicable Data Protection regulations. This department plays a crucial role in safeguarding the secure collection, processing, storage and sharing of personal data, while also ensuring the protection of individuals' rights.



## Executive level sponsorship, leadership & accountability

Strong leadership is integral to the success of our Integrated Management System. At Reed & Mackay, our Executive Team members are committed to its goals, playing a multi-faceted role that spans strategic direction, culture building, resource allocation, communication, risk management, and continual improvement. The Group Chief Information Officer (CIO) has overall accountability for Reed & Mackay's Integrated Management System (IMS) and ensures the appropriate resources are allocated to maintain the IMS effectively.

The Global Sustainability Director is responsible for developing the business' sustainability strategy and roadmap. This includes overseeing initiatives related to our environmental impact, social responsibility, future growth opportunities and the external reporting and assessments we undertake. The Global Sustainability Director reports progress on these initiatives to the Group CEO on a monthly basis. The Group CEO then approves any decisions based on the progress and feedback provided by the director. This ensures the sustainability strategy is aligned with the overall business objectives and that progress is being made towards Reed & Mackay's sustainability goals.

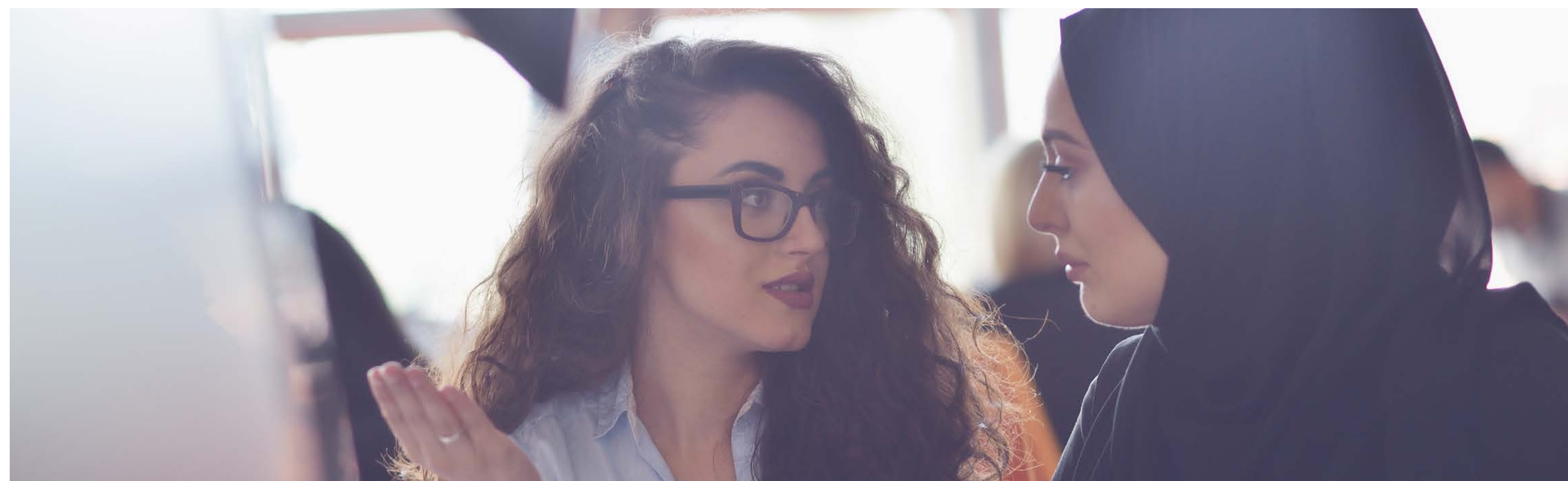
## Risk management framework

Aligned with best business practices, Reed & Mackay has incorporated risk-based thinking and awareness into its Integrated Management System and associated processes.

We have established a comprehensive Risk Management Framework designed to address risks across the business. Risks are identified against contexts such as information security, data privacy, business continuity, quality and the environment. We utilise a Risk Assessment Matrix with context-specific guidance to ensure risks are given the appropriate rating based on 'Likelihood' and 'Impact'.

Risk Management activities at Reed & Mackay are inherent in various formal and informal processes, triggered by cycles, changes managed by the organisation (such as projects, new suppliers, technology changes or office expansions) and unplanned events happening to the company (eg security incidents, data privacy issues, business continuity incidents etc).

Ownership is assigned to each risk and tailored treatment and mitigation plans are implemented to address them. All risks are subject to ongoing review throughout their lifecycle. Reviews may occur through direct feedback from the risk owner, or as part of regular or triggered activities. A formal Corporate Risk Review is held at least annually with Executive Team members.



## Environmental reporting & assessments

At Reed & Mackay, we are required to undergo an Energy Savings Opportunity Scheme (ESOS) assessment every four years by the UK government. Being a responsible business, we understand the importance of cutting down our carbon footprint and supporting sustainable practices. Therefore, we are committed to acting on any suggestions from the assessment. By doing so, we can reduce our impact on the environment and save costs at the same time.

Our latest ESOS assessment took place towards the end of the 2023-24 period. As a result, we obtained Display Energy Certificates for three out of our four UK sites covered under ESOS (with the fourth site being classified as exempt under the de minimis category). Notably, all UK sites under review achieved ratings surpassing the average score for public buildings.

In addition, Reed & Mackay must adhere to the Streamlined Energy & Carbon Reporting (SECR) Framework, a compulsory scheme imposed by the UK government for large businesses. This framework necessitates annual reporting of our energy usage, greenhouse gas emissions and energy efficiency endeavors within our financial statements.

## Managing compliance obligations

Statutory, regulatory and compliance requirements applicable to Reed & Mackay's operations, products and services are monitored on an on-going basis. We use information from different sources, including, but not limited, to:

- Governmental and public bodies (eg EU, ICO, HSE, DEFRA, HMRC and local equivalents etc)
- Industry bodies/licensing bodies (including International Air Travel Association (IATA), Air Travel Organisers License (ATOL), Association of Train Operating Companies (ATOC), Business Travel Association (BTA), Civil Aviation Authorities (CAA), Global Business Travel Association (GBTA), Association of Corporate Travel Executives (ACTE) etc
- Standards and Certification bodies (eg ISO, LR, Alcumus ISOQAR, PCI, NCSC, BSi, AICPA, NIST, Coalfire)

- Financial and legal auditors/advisors and third party service providers (eg Deloitte, BDO, Travers, IT Governance, OneTrust, ClimateCare, Nettitude etc)
- Membership of Professional Associations/Special Interest Groups including Chartered Quality Institute (CQI), International Systems Audit and Control Association (ISACA), Business Continuity Institute (BCI) and CyberSecurity
- Information Sharing Partnership (CiSP), Cyber Security Body of Knowledge (CyBOK), by appropriate subject matter experts. Information from these sources is reviewed by our Legal & Compliance, Security & Trust and Executive Teams.



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# Our annual performance review

An overview of our performance and key indicators.

We're delighted to report another strong year in the development of both our internal goals and external solutions for our clients and are proud of our direction of travel. We continue to use recognised frameworks and feedback from external assessments to improve policies and processes, which continues to earn us recognition from customers, industry bodies and sustainability experts such as EcoVadis. These acknowledgements of our efforts motivates Reed & Mackay to continue expanding our endeavours with sustainability. As responsible corporate citizens, we continue to believe it is our duty to maximise our positive impacts and contribute to a better future for all.

## Environmental performance

### Measurement & targets

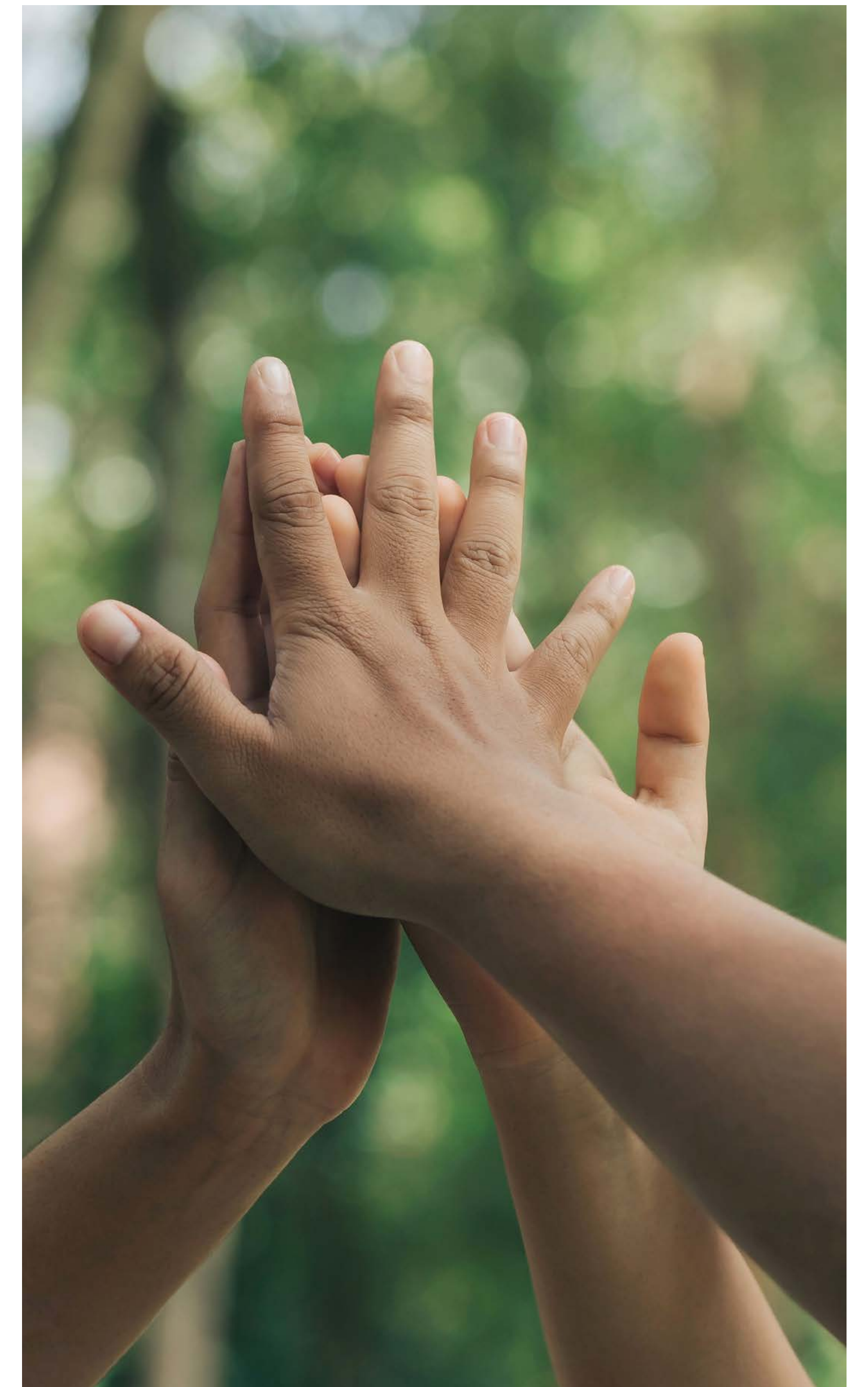
Reviewing the gap analysis performed last year – and the areas for improvement this highlighted – we engaged the services of external consultants to assist us with a full inventory of our global CO2 footprint. We also produced our GHG Management Process report, featuring details on how we capture and collect information on our greenhouse gas management, why we're doing it and how we use the data.

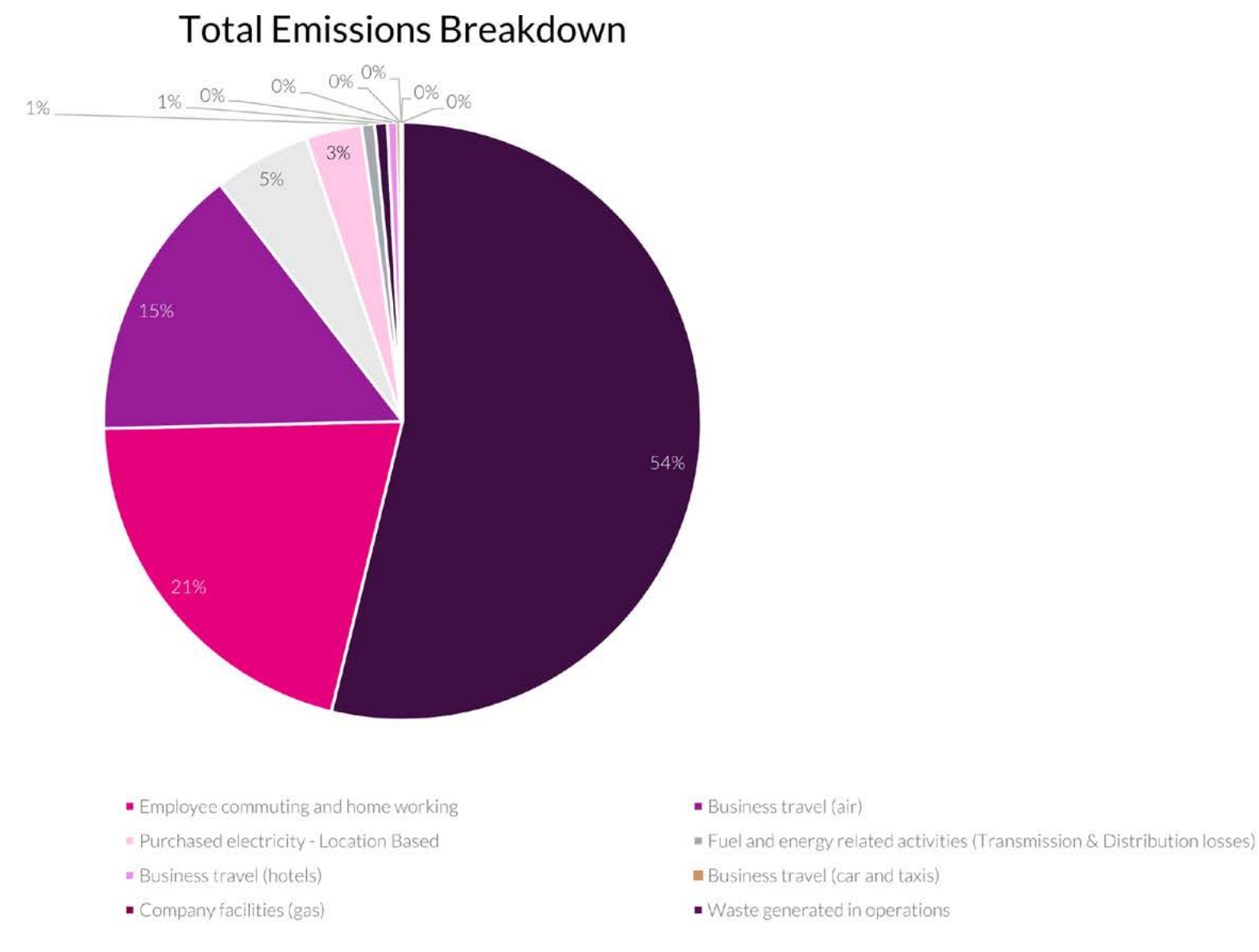
We have just completed this work and have received our first, full, global Scope 1, 2 and 3 CO2 inventory.

This has also been audited externally and we're proud to announce we have been verified to ISO 14064-1.

Furthermore, we have received the Verification Report and Verification Statement. The former contains all the findings and details of the actions taken to address them and references the best practice we have in place. This means we entered 2024 in a far better position to accurately report to external and internal stakeholders. We will be using this baseline in our forthcoming submissions, net zero plans and SBTi submission.

This full global Scope 1, 2 and 3 CO2 inventory means we have seen a significant increase in our previously reported CO2 footprint, as we are now capturing all possible emissions across all relevant scopes.





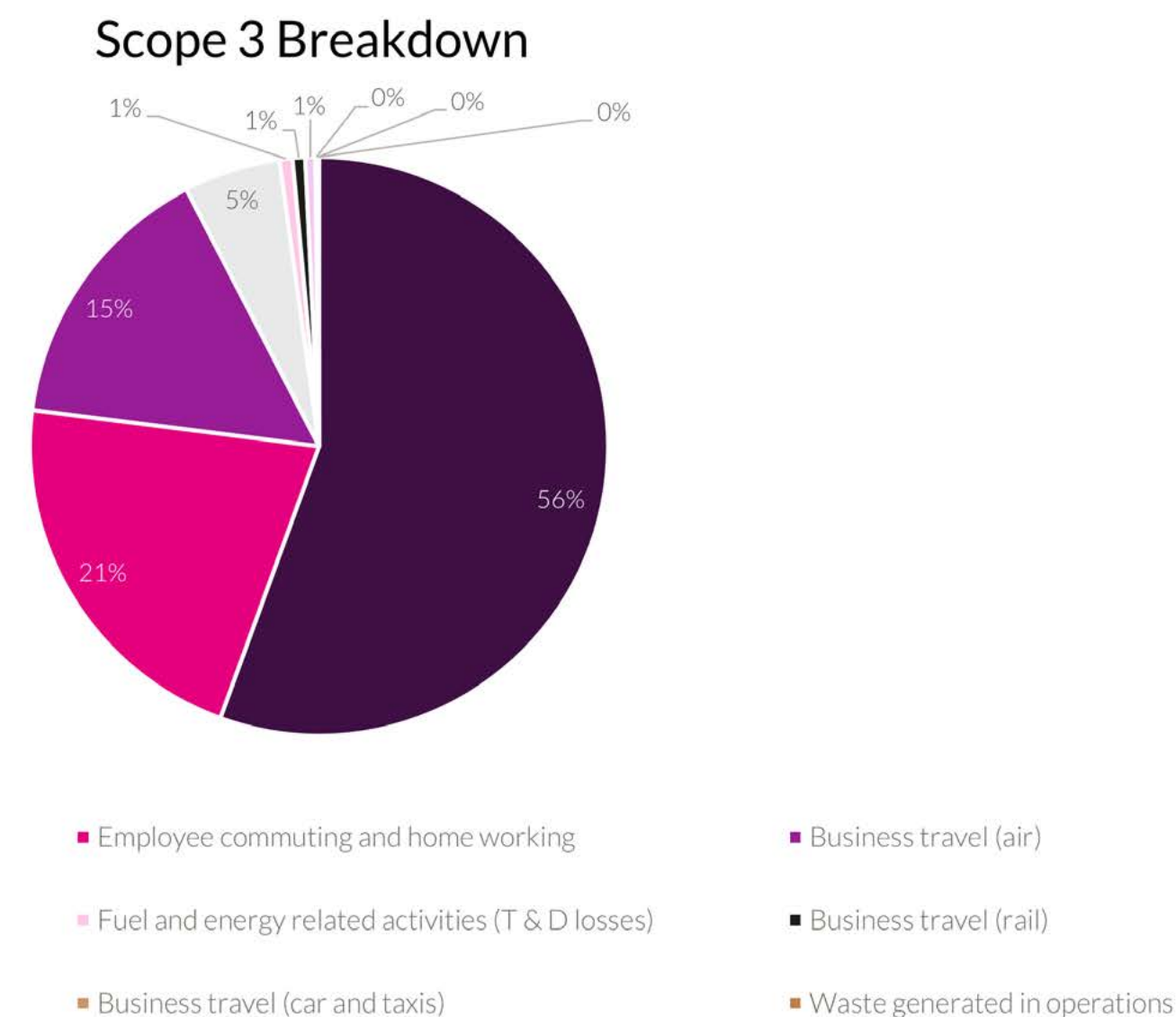
While we did submit our previous CO2 footprint to Carbon Disclosure Project’s (CDP) climate questionnaire – which was required prior to the completion of our baselining process – it understandably received a score of ‘Disclosed’. We did this in the interest of being transparent and collaborative on our journey to sustainability and look forward to being able to submit a more complete, audited footprint in the next round of submissions.

Under our Total Emissions breakdown, the total Scope 1 is 0.4%; total Scope 2 is 2.7%; and the total Scope 3 is 96.9%.

Then, under the Scope 3 breakdown, purchased goods and services accounted for 55%, capital goods stood at 10%, business travel accounted for 17% and employee commuting and homeworking was at 18%.

Taking on board all the feedback received from CDP, along with EcoVadis, UNGC and ISO14001, we are confident we will continually improve in line with globally recognised best practice.

With this in mind, we remain committed to setting near- and long-term company-wide emission reduction targets to be net zero by 2050 with the Science Based Targets initiative (SBTi). We have 24 months from our commitment date of September 2022 to develop and submit our targets to SBTi for validation, which we are now in a position to do following completion of our global footprint. Our targeted date for submissions of our targets for validation to SBTi is the summer of 2024.





## Scope 1

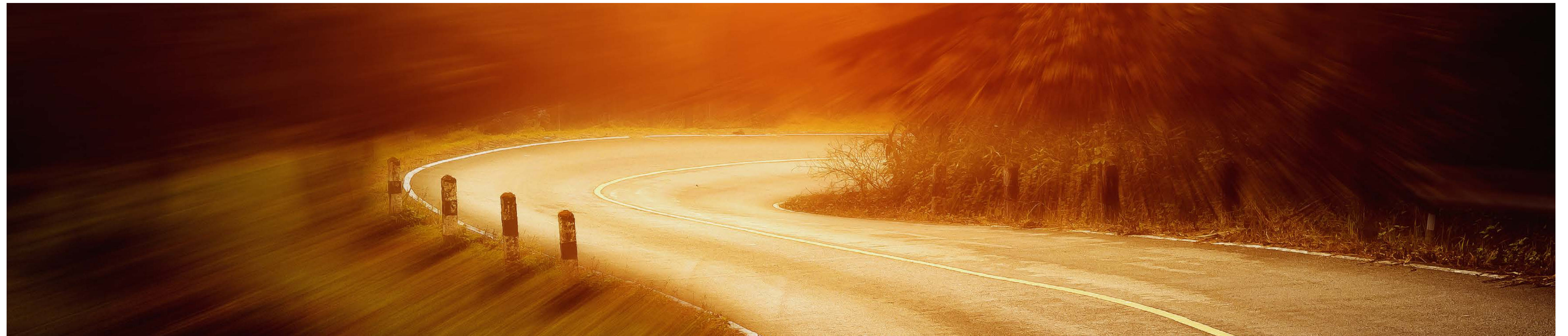
Emissions come from a tiny number of company cars (we have reduced our fleet in Germany from three to one) and only one office with natural gas heating, so this is a very low impact scope for our business. We have therefore met our goal for all company cars to be Hybrid Electric Vehicles and look forward to the continued improvement in technology and infrastructure that will allow these to be transitioned to battery electric vehicles in the next five to 10 years.

## Scope 2

As an office-based professional services company, which leases property, we have limited control over our Scope 2 emissions. Our head office property management company is a BCorp, which supplies us with 100% renewable electricity. Now we have more visibility over the supply of electricity in our global locations, we will start to engage more directly with landlords to switch to renewable sources where feasible.

## Scope 3

Further to our first full Scope 3 inventory, we now have a far greater understanding of our emissions landscape. Our largest contributor is purchased goods and services and we have a strong platform of information on which to start building engagement with our suppliers. This is then followed by employee homeworking / commuting and business travel. Further to these results, and our plans to deliver a net zero strategy, we will be in a position to provide more detail our plans to decarbonise throughout 2024.



## Our people

As a business we have always encouraged and supported homeworking and this trend continues to grow within our business. We have also seen our employee numbers grow throughout the past 12-month period as our business continues to grow.

For the first time we have been able to attribute a carbon footprint to this portion of our operation - 18% of our Scope 3 emissions - and, as stated above, this is a significant part of our environmental impact. As we build out our reduction strategy, a key part will be our ability to engage our workforce to embed sustainable practice at an individual level.

## Operations

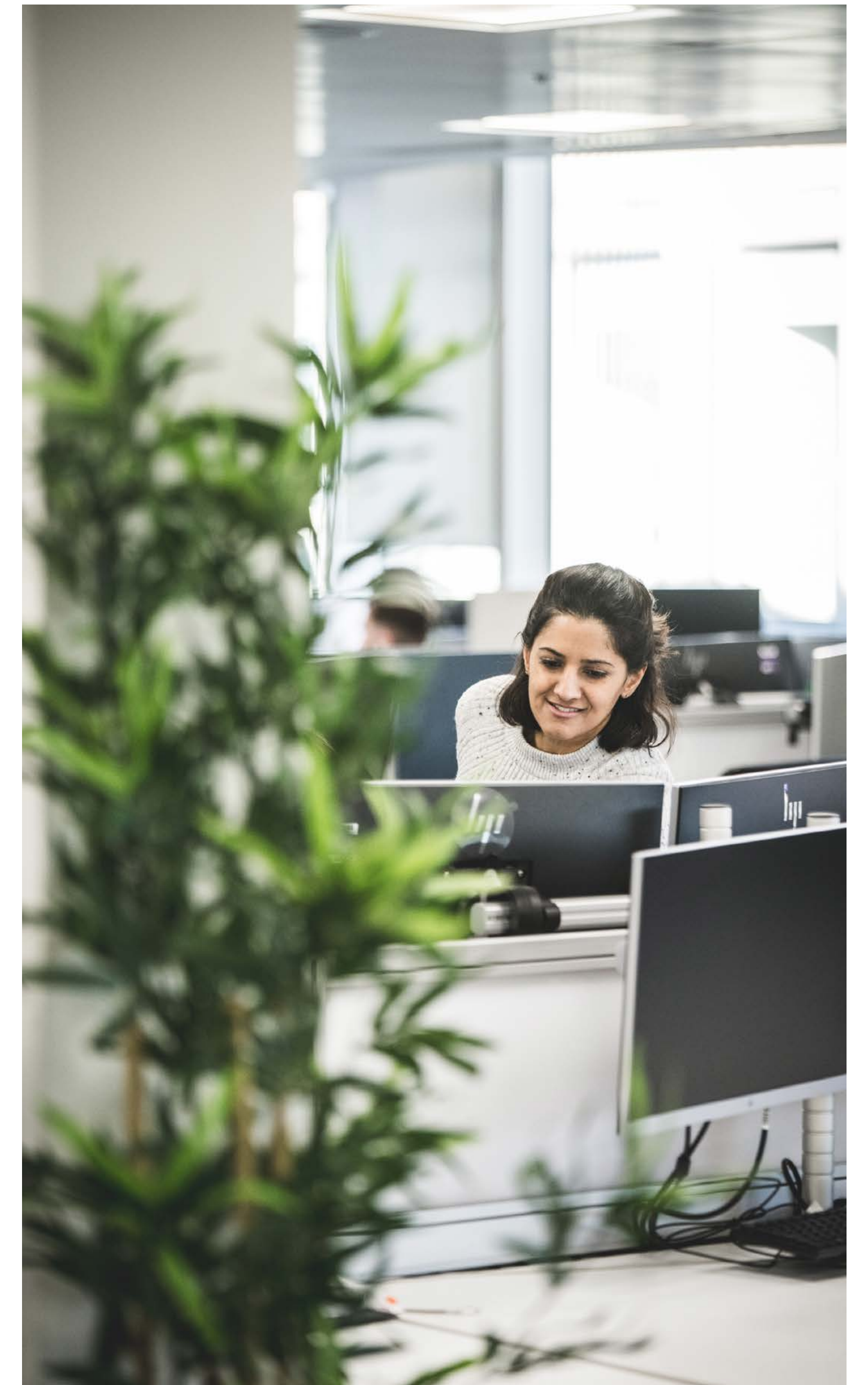
Our emissions from business travel, undertaken by our organisation, are significant, making up 17% of our Scope 3 footprint.

This is one area we will focus on improving over the next year, particularly as we specialise in providing clients with advice on successful ways to reduce their carbon footprint in business travel.

## Our suppliers

In 2023, our Head Office received the WELL Accreditation, which is a certification programme that evaluates and recognises buildings and organisations prioritising the health and wellbeing of its occupants.

Our Building Management Company at our Head Office improved recycling processes even further with the introduction of new waste streams in 2022; food and battery waste.



# Increasing environmental knowledge within Reed & Mackay

The Sustainability Team joined a UN Global Compact programme: Climate Ambition Accelerator. This is an initiative aimed at helping companies set and achieve ambitious climate goals aligned with the objectives of the Paris Agreement. It provides them with a framework, tools and resources.

It offers a comprehensive and collaborative programme to help set ambitious targets, develop a plan to achieve them, then implement and report on their progress. A range of resources and support, including peer-to-peer learning, expert guidance and access to best practices, were provided.

Reed & Mackay teams also participate in ISLA training schemes. ISLA is an independent industry body working to accelerate the event industry's transition to a sustainable future. The training contextualises sustainability with project planning, using ISLA's universal best-practice framework for the event industry.



# Influencing our clients

Although our clients' business travel emissions are not part of our own Scope 3, they are nevertheless one of the areas in which our business has the opportunity to make a positive impact. We remain dedicated to supporting our clients along the different stages of their sustainability journeys through our products and services and sharing knowledge to educate and upskill.

We have continued to create a range of bespoke reporting dashboards, custom-designed in collaboration with our clients to suit their specific requirements. These dashboards allow clients to incorporate and track their progress towards CO2 reduction targets or to easily model and analyse potential CO2 savings opportunities. Our partnership

with SQUAKE further enhances the level of control and depth of analysis that clients can gain using these dashboards.

This year we have achieved a strong level of engagement with clients through these channels:

- Webinars: Reed & Mackay's Empowering your travellers to make more sustainable choices
- In-person events: Educational breakfast events with suppliers, including sustainability focus; networking events across the globe
- Sustainable travel blogs
- Quarterly sustainability newsletter to clients
- Sustainability consultation meetings with clients.



# EcoVadis

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

The EcoVadis methodology is extremely flexible and can adapt to the supplier profile across industries, geographies and sizes. As well as providing a score, it's also the basis to drive an improvement programme aligned with other company commitments.

EcoVadis assessed Reed & Mackay's material sustainability impacts based on documented evidence, with the overall score reflecting the quality of our sustainability management at that time. The medal criteria are reviewed annually; the criteria from 1 January 2023 is as follows:

- **Platinum** - top 1% (overall score between 78 and 100)
- **Gold** - top 5% (overall score between 70 and 77)
- **Silver** - top 25% (overall score between 59 and 69)
- **Bronze** - top 50% (overall score between 50 and 58)

In 2023, we were awarded a 'Gold' EcoVadis rating for the second year running. We achieved a score of 72/100, which puts us in the 96th percentile. This means we were scored higher or equal to 96% of all companies rated by EcoVadis.

This year, we are in the process of completing our fourth EcoVadis assessment and have made it an objective to retain our 'Gold' medal status.



# Environmental action outside the travel industry

Oceans cover more than 70% of our planet's surface and help connect us all with a united focus. Reed & Mackay proudly partners with 4Ocean as a certified Ocean Clean-up Partner, reflecting our shared commitment to ocean conservation.

Throughout 2023, we collaborated closely with 4Ocean, pledging our support to remove more than 12,000 lbs (5,400 Kgs) of plastic from the ocean. Our dedication to this cause materialised through various initiatives.

We supported 4Ocean's international beach clean-up efforts across five distinct locations in Indonesia. The teams successfully eliminated 12,043 lbs of plastic, surpassing our pledged target and achieving our goal.

In addition to this, our colleagues in Australia – Bradley Ellis and Lindsay Long (pictured) – exemplified our commitment to environmental stewardship by leveraging Reed & Mackay's 'Day for a Day' scheme. They embarked on journeys to several Australian beaches, using net-zero transportation

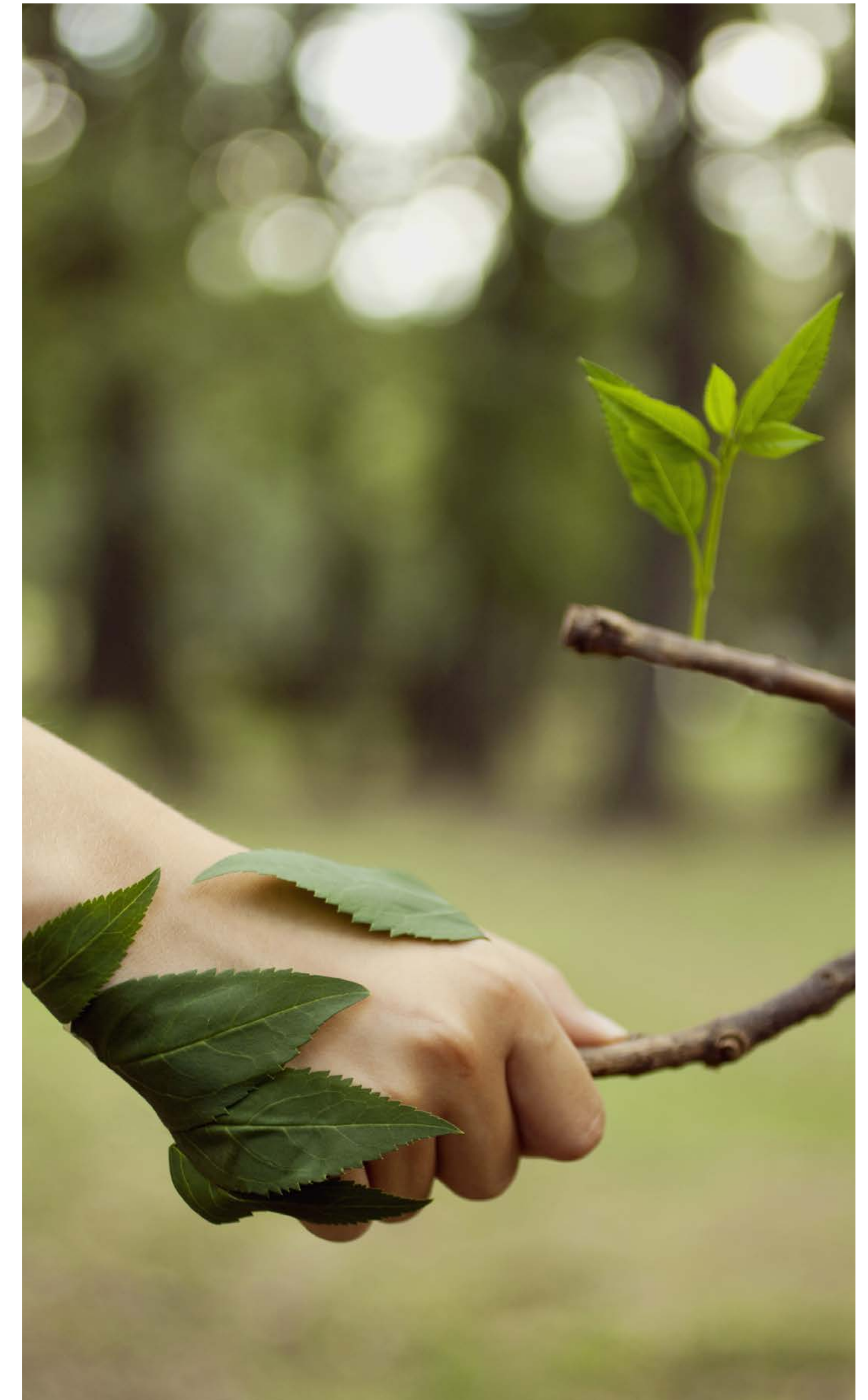
methods while conducting beach clean-up activities. Beaches included: North Curl Curl, South Curl Curl, Freshwater, Manly, East Manly Cove, Manly Cove, Royal Botanic Gardens and Quibaree Park.

During the summer of 2023, 39 employees from Reed & Mackay in the UK utilised the company's 'Day for a Day' initiative to commemorate World Ocean Day. Their efforts focused on cleaning up litter along Brighton beach over two days.



# Performance against 2023 environmental agenda

1. Rolled out sustainability enhancements to our technology and reporting products, powered by granular CO2 data and carbon compensations from SQUAKE. Through 2024 we'll embed the functionality into our policy and approval engines, enabling clients to drive buyer behaviour throughout the booking process.
2. Implemented a programme of carbon literacy education across the business, while continuing to make professional training in sustainability available for specific disciplines where appropriate. This past year we have delivered training and education to all of our client-facing teams – to help them inform, educate and guide our clients throughout their bookings with us. This will continue into the next year as we deepen the information available and drive our tools' capability to help clients achieve real change.
3. Delivered our first fully global, all encompassing, fully audited CO2 footprint report.
4. On target to submit our near-term and net-zero targets to Science Based Target initiative (SBTi) for its validation, with an anticipated date of July 2024 for a formal SBTi submission.
5. On target to publish our pathway to achieving net zero by 2050 at the latest, in line with our Net Zero Carbon Events Pledge.
6. Completed our second response to CDP Climate Questionnaire, scoring 'Disclosed'.
7. Focused on curating material and data to engage with landlords in all of our global locations, aiming to influence a change to renewable energy suppliers.





# Social performance

Our primary source of social impact lies within our business, beginning with the objective of fostering a diverse workforce that mirrors the world around us. This commitment extends to the support and development of our people, ensuring equal opportunities for advancement for all individuals. In the past year, with the creation of our Diversity, Equity and Inclusion (DEI) calendar we have seen huge strides in our in our previous objectives.

Our commitments are realised through the creation of our DEI Seasons. Our dedication to expanding and refining our initiatives remains our goal, particularly in increasing employee engagement and interaction. Our DEI Seasons allow us to learn, celebrate and appreciate important matters, events and occasions for employees across cultures and communities.

In 2024, we are set to introduce our DEI vision with executive sponsorship, incorporating various activities such as DEI podcasts and manager training. The continued use of our engagement survey will persist as a key tool for assessing the effectiveness of our efforts.



## DEI pillars and objectives

### Diverse representation

Year-on-year improvement in the representation of under-represented groups across all employee levels and in all markets.

### Developing workforce knowledge

Educating the workforce on the importance of workplace equity and inclusion.

### Cultural appreciation

Developing the culture to ensure a sense of belonging and psychological safety for all employees to thrive.

### Workplace policies and practices

Assessing and evolving employee policies and workplace practices to ensure equity.



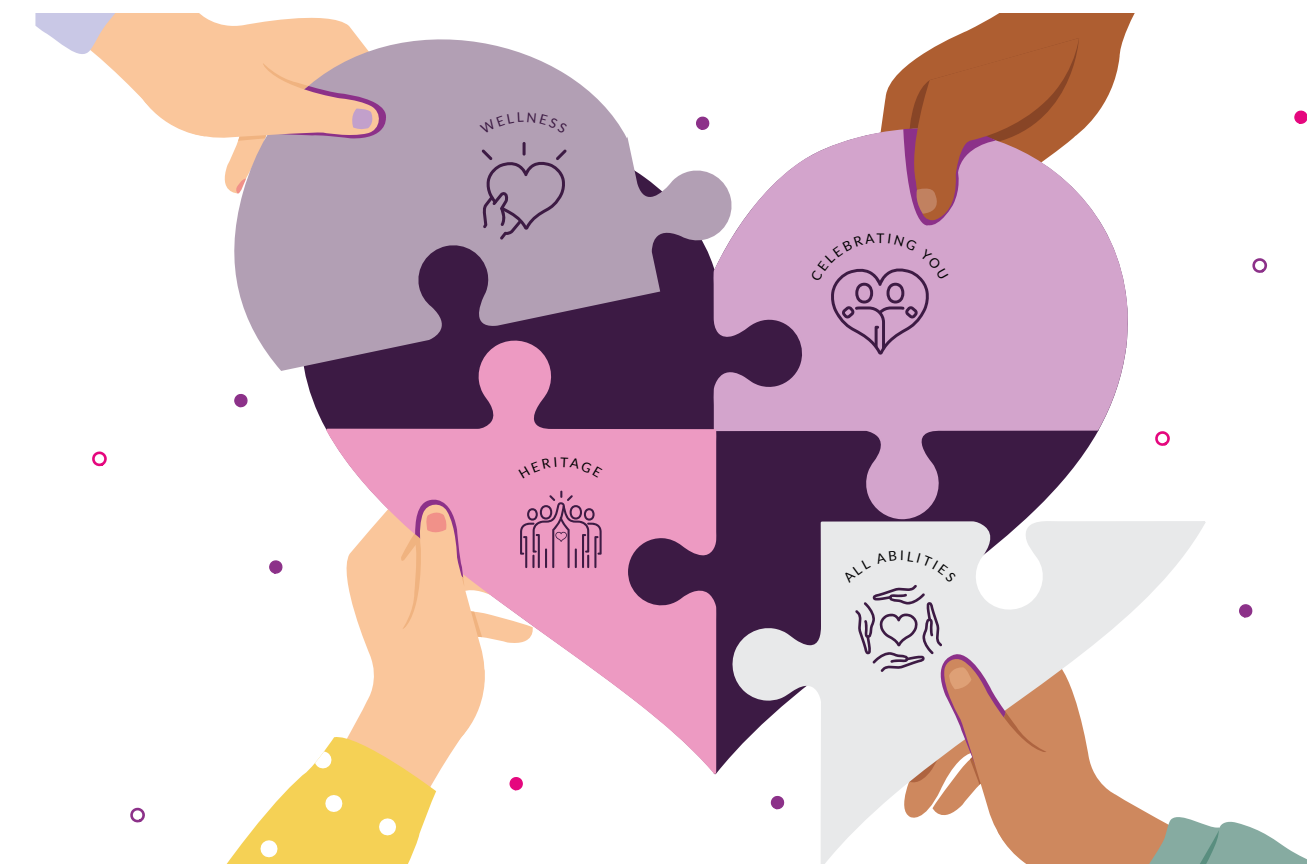
# Reflection on the last 12 months

## Wellness season

(March 2023 – May 2023)

At Reed & Mackay we want to create a safe environment, where employees feel comfortable to talk openly and seek help when needed.

- Implemented Mental Health first aiders globally
- April Walking challenge – Walking with Turkey & Syria. Raising money for the Turkey and Syria Earthquake Appeal
- Creation of our first Menopause Affinity group
- Creation of our Men's Walk and Talk Affinity group
- Financial Detox webinar.



## Celebrating you

(June 2023 – August 2023)

At Reed & Mackay we want to celebrate Identity and Individuality.

- Launched pronoun training globally
- Launched DEI Podcasts – holding conversations on all things DEI
- Launched LGBTQ+ Affinity group.

## Heritage

(September 2023 – November 2023)

This season aimed to create a community where we support and champion each other in order to broaden our perspectives.

- Globally celebrated Cultural Celebration Day to recognise and embrace traditions, customs and perspectives
- Employee volunteering to share cultural pieces and celebrate Diwali and Karwachauth celebrations
- Launched two more episodes of our DEI podcast
- Launched our Cultural Cookbook of the back of our Cultural Celebration Day.

## All abilities

(December 2023 – February 2024)

This season draws our attention to disability and neurodiversity.

- Celebrated International Day of People with Disabilities
- Shared a guide for Supporting Neurodiverse Team Members
- Shared a guide for Neurodiversity – Tips for Homeworking
- Produced a guide of relevant terms and definitions to help equip colleagues with the vocabulary to understand the experiences and challenges of people with disabilities
- Colleagues shared their All Abilities stories
- Produced a Guide for Writing with Accessibility in mind – to help colleagues write for wider audiences
- Created a central contact within our IT team for individuals to reach out to if they want help with accessibility on our systems
- Launched another episode of our DEI podcast
- Launched our Neurodiversity Affinity Group
- Introduced new disability training and neurodiversity training.

# Positive improvement at Reed & Mackay

## Talent Development & Opportunity

Our Global Leadership Academy, which we launched in July 2022, continues to grow. The foundation level, Aspire, starts with a blended learning programme for new and aspiring team leaders that builds knowledge and skills through individual and group learning activities. It also creates confidence and capability through mentoring and internal coaching. To date, we have had 55 enrolments in our Academy and 20 completions. Furthermore, 17 new managers are enrolled on the New Manager Pathway - Leading the Reed & Mackay Way - as of March 2024. This covers key elements to support new people managers with our processes and leadership values.

We welcome all employees globally with a comprehensive onboarding experience that supports them in their first 90 days at Reed & Mackay.

This enables them to build connections and give them a sense of belonging, as well as providing them with the tools and resources to be successful in their roles.

We continue to boost the number of apprenticeship programmes we offer in England and currently have 13 employees enrolled on apprenticeships in Professional Coaching, Business Travel, HR (CIPD), Level 5 Leadership and Cyber Security.

In January 2024, we launched Culture Amp Performance to our employees across the globe. This leverages our existing Employee Experience platform to help our people manage their goal setting and performance, request and give feedback to others and recognise their peers for their contribution to the workplace.

## Wellbeing

- Extended the Mental Health First Aiders globally
- Increased awareness of flexible working opportunities - doubled submissions in 2023
- Introduced a Wellness Season to our Diversity, Equity & Inclusion Calendar, focusing on mental, physical and financial wellness
- Introduced compulsory manager training that covers employee wellbeing.

## Diversity, equity & inclusion (DEI)

- 97.82% of global employees completed diversity and inclusion training
- Introduced diverse recruiters to our approved suppliers list
- Introduced compulsory interview training for managers (included DEI training)
- 65% increase in 18–25-year-old employees joining the company, to ensure we have a pipeline of talent
- Manager training – includes the importance of diverse and inclusive internal mobility
- The executive team plays an active role in our DEI Season. Promoting and encouraging employees to help facilitate conversations
- Reviewed the diversity data stored and captured for monitoring data and benchmarking purposes.



## Engaging with global social issues

As a global business we also strive to be a responsible, ethical and engaged participant in the communities where we are located, in national conversations and in global social issues. We aim to use our voice and influence to improve economic development, quality of life and social connections in all of these settings.

- We offer a Day-for-a-Day policy, which encourages every employee globally to take one working day per year to volunteer in their community
- 2023 Walking with Turkey & Syria: a step challenge that brought colleagues around the globe together to walk as many steps as possible throughout the month of April to raise money for charities supporting the Turkey-Syria Earthquake Appeal. In April 2023 we raised £635 for the Turkey-Syria Earthquake Appeal
- Throughout our DEI calendar we have also raised funds for Stonewall UK and UN World Food Programme.

## Internal engagement

- Monthly global business update both for APAC and Europe/North America time zones
- Monthly employee recognition scheme where employees can nominate their colleagues. Four runners up and one winner are picked each month and announced
- My Voice employee survey launched in February 2023
- My Voice Now continuous surveys launched in 2023
- Global company OKRs launched in February 2023 so everyone is clear on the company goals for the coming year and know how they can contribute
- DEI Community Channel Launched in 2023 - to communicate and celebrate the DEI Calendar.



# Reed & Mackay champions

We run a global employee engagement group, 'R&M Champions', designed to amplify and feedback on, environmental and social initiatives.

This includes not only initiatives within the work environment but also those designed to empower our people towards make positive impacts in their personal lives. There are 30 volunteer members across seven countries in the initial group.

**See 'Real People's Voices' to hear from  
some of our Champions**

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# Governance

## ISO Management System audits

All ISO-certified Management Systems are audited annually by a UKAS-accredited auditing body. In our 2023 surveillance audit, we retained all four ISO certifications against the following standards:

- ISO 9001: Quality Management Systems
- ISO 14001: Environmental Management Systems
- ISO/IEC 27001: Information Security Management Systems
- ISO 22301: Business Continuity Management Systems

Below is an extract from the Executive Summary of our most recent audit report:

“The audit process has verified that a management system covering 9001:2015, 14001:2015, 22301:2019 & 27001:2013 has been established and is embedded into the operation. The management system satisfies the requirements of the standard applied for.

“It was clear throughout the audit that the management system, the quality and continuity of its services, and the environment, along with information security

management and continual improvement, is at the heart of the organisation’s operations and is strictly conformed to. There was an obvious culture of striving for continuous improvement.

Overall, a well-prepared management system audit.”

## Ethics

Due both to our strong policies on ethical matters and our extraordinary people in the section ‘Key Sustainability Policies & Mandatory Training’, we continue to have an exceptional record with relation to Ethical Related Attempts or Incidents and intend to continue this success into 2024 and beyond.

## Third-party due diligence

In 2023-24, we conducted due diligence on every supplier we brought on board. All suppliers were mandated to undergo Reed & Mackay’s Corporate Governance assessment, encompassing various aspects such as Corporate Social Responsibility, sustainability, ethical practices, whistleblowing procedures, compliance with sanctions, conflicts of interest, legal judgments, ongoing lawsuits, supply chain checks and quality control mechanisms. All suppliers confirmed their adherence to Reed & Mackay’s Supplier Operating Principles.

Depending on the nature of the supplier’s service, further due diligence is performed.

- 46% of suppliers were required to undergo an organisational security assessment
- 31% of suppliers were required to undergo a solution security assessment
- 36% of suppliers were required to undergo a data privacy assessment
- 20% of suppliers were required to undergo an environmental due diligence assessment
- 13% of suppliers were required to undergo a business continuity assessment
- 36% of suppliers were required to undergo a data privacy assessment
- 10% of suppliers were required to undergo a health & safety and physical access assessment

In our most recent EcoVadis submission in 2023, Reed & Mackay received an ‘Advanced’ level score for our Sustainable Procurement practices, which put us in the top 1% of companies rated by EcoVadis in the travel agency, tour operator, reservation and related activities industry.

## DEI vision

A place to be you. A place to come together. A place where you make a real difference in offering the best travel and events services in the world.

At Reed & Mackay we welcome everyone with an open mind and an open heart. This is because we know peoples' different experiences, identities and backgrounds helps us to build a culture where everyone can collaborate and be their authentic selves, while feeling safe, valued and included.

## Information security

- Restructured the Information Security & GRC Teams to create the integrated Security & Trust function with the following remit: Quality, Environmental & Continuity, Internal Audit, Risk & Client Trust, Information Security Governance, Cyber Security and Product Security
- Implemented a new 24/7 Managed SOC to augment our internal incident response capabilities.
- Implemented a consolidated and consistent approach to cryptographic key management
- Continued to embed a security culture via enhanced phishing and security awareness training.
- Continued to successfully maintain our ISO 27001 and PCI-DSS certifications
- Implemented a novel approach to cyber security awareness training via an award-winning mini-series depicting a fictional cyber security-related story with real actors and relatable awareness content.

## Data privacy

Data Privacy achievements in the last year:

- Annual Data Privacy Day at Reed & Mackay – global training and drop-in day
- Update of local TMC partnership agreements to include compliant privacy obligations
- Update of global contract templates for client and sub-processor data protection requirements particular to specific global markets.
- Globalisation of organisational policies
- Development of international client-facing privacy notice
- Introducing automated deletion processes to minimise data retention in meetings and events.



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# Inspiring stories along our journey

Highlights and events from our  
developments and success in driving  
forward our commitments.



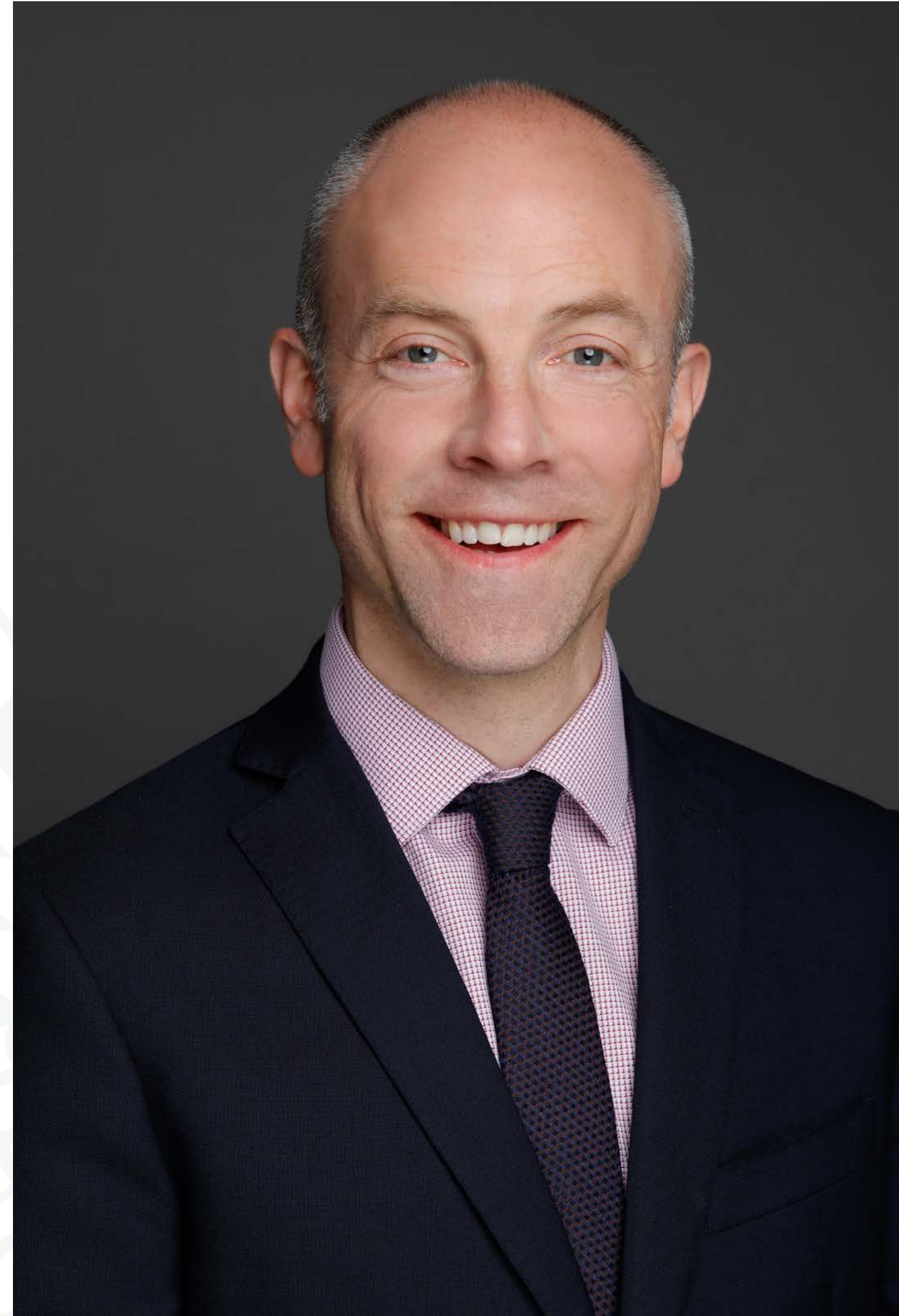
# Appointments

**Chris Truss**  
Global Sustainability Director

Chris Truss officially became Global Sustainability Director as of 1 September 2023. Truss is dedicated to furthering Reed & Mackay's sustainability credentials. His new remit focuses on driving the business' global sustainability strategy, finding new and innovative ways to deliver our sustainability ambitions and ensure we continue to be at the forefront of change for good within our industry.

The appointment demonstrates how Reed & Mackay's senior management has recognised the focus sustainability requires and that clients are requesting support with it. It's an opportunity to invest and develop a product suite that clients want to use.

Truss manages Reed & Mackay's corporate sustainability position; works with in-house developers to create client-focused products; manages external engagement with third-party suppliers that help us achieve these; and manages client advocacy.



# Internal awareness campaigns

## Learning At Work Week

In the spirit of fostering a culture of continuous learning and sustainability, Reed & Mackay hosted the following learning sessions during the globally recognised Learning at Work Week in May 2023.

### Session: People and Planet

Led by Reed & Mackay's Sustainability team, this session empowered employees with practical insights on making positive environmental contributions on an individual scale.

### Session: Supporting Healthy Futures

Delving into the significance of financial wellbeing, this session equipped our workforce with essential knowledge and tools to nurture their financial health.

### Session: Progression Possibilities

Emphasising career advancement and personal growth, employees from various departments including sales, implementation, client success and commercial teams shared valuable insights into their daily work life and different facets of Reed & Mackay's operations.

### Session: Getting to where you want to go

Designed as a personalised coaching experience, this session provided dedicated guidance to employees on setting and achieving both personal and professional goals.

### Session: Taste of the Future

Facilitated by experts from the British Travel Association, this session offered a fascinating glimpse into the evolving landscape of the travel industry, empowering employees with valuable industry insights.



## Information Security And Data Privacy Awareness

We established a comprehensive Information Security and Data Privacy Awareness Programme in 2023 comprising of various activities, including:

- Data Privacy Awareness Day – A global initiative to raise awareness of the importance of good privacy practices for Personal Data. Lunch & Learn Sessions were held both face-to-face and remotely with more than 65% live attendance
- Cyber Security Awareness Month – Co-ordinated campaign around the topics of ransomware, phishing, social engineering and security incident management that included newsletters, training videos, blog posts and posters
- Regional Security & Trust awareness sessions to drive a consistent and integrated approach to security, quality, business continuity and environmental and social governance
- Multi-channel communication of awareness content throughout the year following current trends, holidays and security and compliance best practice via a fictional mini-series, phishing simulation, games, quizzes, videos, blog posts, newsletters and posters.

# Suppliers

Reed & Mackay has been making more conscious purchase decisions throughout the client life-cycle and moving towards being more transparent and increasing our ability to report on the carbon costs at every touchpoint. Last year we onboarded a new supplier for our merchandise purchases, PinkSheep.

PinkSheep has an industry-leading reporting programme called Ora. This reporting scheme allows us to see how sustainable each product is before it's purchased.

Reed & Mackay can also stay on track of its sustainability goals with live reporting.

We're delighted to announce that, from the sustainability of the merchandise we purchased, 26.1% was highly sustainable and 52.9% was partly sustainable.

# Targeting gender equality

Reed&Mackay'sHRteamjoinedaUNGlobalCompact programme, Target Gender Equality Accelerator. This initiative supports companies in accelerating progress towards gender equality in the workplace and beyond. It's designed to help set and achieve ambitious gender-equality targets aligned with the Sustainable Development Goals, particularly SDG 5. This aims to achieve gender equality and empower all women and girls and SDG 8.5, which aims to achieve equal pay for work of equal value by 2030.

Offering a range of resources and support, it features a unique coaching component, with guidance from experiencedgenderequalityexpertstohelpovercome challenges and stay on track towards achieving goals.

The TGE programme has provided us with deeper understanding of the fundamental importance of gender equality, as well as the benefits this brings to the business. Our workforce is currently 66% female and 40% of our Senior Management team are female, which provides us a great platform to move forward towards gender equality.

At the start of the programme we carried out a Women's Empowerment Principles Gender Gap

Analysis to identify our strengths and the areas where we need to take further action. We look forward to using the tool again at the end of the programme to assess our progress and help us set measurable targets around gender equality.





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# Inside track

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

# Real people's voices

"I feel extremely proud to work for an organisation that takes sustainability and environmental impact so seriously. In every large event brief, sustainability and social responsibility are brought to the forefront of the conversation.

"We have qualified sustainability champions within the team, who can share best practices and highlight some of the incredible organisations at the forefront of event sustainability. Also, our dedicated Event Travel department can provide detailed CO2 reporting and support the client in offsetting CO2, resulting in running a carbon neutral event with no environmental impact. This, in turn, provides futureproofing for the next generation, which we all want to achieve."

**Mat Browne**  
Senior Global Client Success Manager, Events



"I'm incredibly proud of the progress we've made in sustainability over the past year, particularly through our increasingly popular Diversity, Equity & Inclusion initiatives. These activities have brought our global team closer together, promoting an environment of learning and celebration of our diverse backgrounds. With the completion of our global carbon audit in 2024, I'm excited to step up our CO2 reduction initiatives on a global scale."

**Marisa Churcher**  
Quality, Environmental & Continuity Lead



"It gives me great pleasure to be at the forefront of bringing Sustainability Data within our booking platform. The development team and I have worked tirelessly to now have the visibility of all the various CO2 emissions when searching for flights, hotel and car hire at point of sale. The functionality not only provides the operations team with the ability to offer various alternatives for the client to choose the most sustainable option, but also allows clients to see the most accurate data at point of sale.

A huge collaboration between the operations & development teams shows how far Reed & Mackay has advanced in "giving the client what they want".

**Robin Ganatra**  
Senior Operations Manager



“Resilience goes beyond safeguarding data, planning for incidents and striving for quality; it demands a commitment to sustainability. I believe in protecting not only our digital assets but also the integrity of our planet. By intertwining process-driven thinking, security measures and sustainable practices, we pave the way for a resilient and eco-conscious future, where every decision fosters maturity, corporate responsibility and environmental preservation.”

**Judit Cross**  
Director of Security & Trust



“The need for meaningful action to address climate change could not be clearer and I take pride in working for a company that is leading efforts to make travel more sustainable. Reed & Mackay consults with clients to pinpoint carbon emissions and develop strategies to reduce them and we have outlined a strategic sustainability blueprint that is rigorous, ambitious and science-based. By having built a meaningful and robust framework for sustainable travel, Reed & Mackay is well-positioned to support clients in reducing their own carbon footprints.”

**Ford Butler**  
Client Success Manager, US



“Cyber security poses a substantial threat to the sustainability of our modern, digital society, affecting individuals, businesses and the global economy. As a member of our Security and Trust Team, I am grateful for the opportunity to contribute. Our commitment lies in raising awareness and implementing sustainable cyber security practices to strengthen our organisation against emerging threats.”

**Rita Sandhu**  
Risk & Client Trust Lead



“Working for a company that prioritises sustainability fills me with pride because it aligns with my values and allows me to contribute positively to the environment and society. One of the many reasons I rejoined Reed & Mackay was the knowledge that it’s dedicated to reducing its carbon footprint, promoting responsible consumption and supporting ethical practices. Being part of a team that values sustainability means I’m making a meaningful impact, both professionally and personally, helping to create a more sustainable and environmentally conscious future.”

**Marali Kempthorne**  
Head of Events UK



“It’s empowering to work for a company that cares about the impact it has on the environment. When we organise our client-facing events, we’re dedicated to partnering with responsible suppliers, which, in turn, helps us work towards reducing own carbon footprint. I’m proud I work for a company that has a clear vision when it comes to sustainability and responsible business practices.”

**Annie Relfe**  
Senior Event Marketing Executive



“I enjoy describing the type of employer Reed & Mackay is to friends, family and prospective clients alike because I’m proud to highlight the commitment to continuous development – of people, technology and service. There is a genuine desire to be a responsible employer – one that champions diversity and empowers its people, supports its clients in making more sustainable choices and leads the business travel industry forward with innovations that support these aims.”

**Lindsay Long**  
Business Development Executive, Australia



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# Our assurance

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



## Ethics

REED & MACKAY HOLDINGS LTD (GROUP) is in the top 6% of companies rated by EcoVadis in the Travel agency, tour operator, reservation service and related activities industry.

## Environment

REED & MACKAY HOLDINGS LTD (GROUP) is in the top 2% of companies rated by EcoVadis in the Travel agency, tour operator, reservation service and related activities industry.

## Labour & Human Rights

REED & MACKAY HOLDINGS LTD (GROUP) is in the top 5% of companies rated by EcoVadis in the Travel agency, tour operator, reservation service and related activities industry.

## Sustainable Procurement

REED & MACKAY HOLDINGS LTD (GROUP) is in the top 1% of companies rated by EcoVadis in the Travel agency, tour operator, reservation service and related activities industry.

## Overall score

REED & MACKAY HOLDINGS LTD (GROUP) is in the top 1% of companies rated by EcoVadis in the Travel agency, tour operator, reservation service and related activities industry.



# Testimonials



## Neste

“With Reed & Mackay, we are paving the way towards making aviation more sustainable by making this as easy, credible and transparent for any corporate leader with an ambitious sustainability agenda.”

**Susanne Bouma**  
Neste Head of Partnerships and Programs



## SQUAKE

“We are very excited about the sustainable journey we’ve been supporting Reed & Mackay with. From bringing transparency by calculating CO2 emission data to now going above and beyond by reducing unavoidable emissions with SAF, and offering impactful compensation where required, we jointly enable business travel to act upon the carbon mitigation hierarchy by all means.”

**Philipp von Lamezan**  
SQUAKE CEO

## LUFTHANSA GROUP

## Lufthansa

“The Lufthansa Group’s goal is to become carbon neutral by 2050. We are pioneers in the use of Sustainable Aviation Fuel and one of its largest purchasers. Our customers can choose from an ever-expanding range of sustainable options and so we are delighted to work with Reed & Mackay to support our corporate customers travel in a more climate-friendly way.”

**Lufthansa Group spokesperson**

# Our awards



## Business Travel Sustainability Award

In 2023, Reed & Mackay won the Achievement in Sustainability – TMC award, at the inaugural Business Travel Sustainability Awards Europe. This recognition highlights our exceptional commitment to reducing environmental impact within internal operations and for our clients. Through innovative reporting and dedicated efforts, Reed & Mackay sets a standard for sustainability in the corporate travel sector and winning this award is testament to our growing impact and leadership in promoting sustainability within the travel management industry.



## Micebook X isla Power 50: Green Champions

Chris Truss, our Global Sustainability Director, was named a Micebook Power 50: Green Champion in 2023.

The Power 50 Green Champions is the first industry initiative dedicated to shining the spotlight on individuals within the UK events industry who are devoting their time, passion and energy to making a positive impact on the planet. Entries for the Power 50 were invited from across the industry, with individuals being self-nominated or nominated by their peers and judged by a panel of sustainability experts, both within and outside the events sector, in July 2023.



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# Glossary & reference

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

- Alcumus ISOQAR – UKAS accredited ISO certification and CQI IRCA training provider.
- Carbon compensation – The process of mitigating for carbon dioxide emissions arising from industrial or other human activity, by investing in projects and products designed to make equivalent reductions of carbon dioxide in the atmosphere. This can include carbon avoidance or removal projects, which can be nature-based or innovative technology.
- [Carbon Disclosure Project](#) (CDP) – A not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions, to manage its environmental impacts. CDP is regarded as the gold standard of environmental reporting with the richest and most comprehensive dataset on corporate and city action. CDP's system supports measurement and management of risks and opportunities on climate change, water security and deforestation [www.cdp.net/en](http://www.cdp.net/en).
- Carbon footprint – The total greenhouse gas (GHG) emissions caused by an individual, event, organisation, service, place or product, expressed as carbon dioxide equivalent (CO<sub>2</sub>e).
- CO<sub>2</sub> – Carbon dioxide, a greenhouse gas.
- CO<sub>2</sub>e – Carbon dioxide equivalent, the standard unit in carbon accounting to quantify all greenhouse gas (GHG) emissions. The effect of each greenhouse gas on global warming is defined relative to that of CO<sub>2</sub> to make measurement and comparison easier.
- Cyber essentials certification – UK Government backed scheme that helps organisations of all sizes protect themselves against a whole range of the most common cyber attacks.
- [DEFRA](#) – UK Government Department for Environment, Food & Rural Affairs produce emission conversion factors annually for use by UK and international organisations to report on greenhouse gas emissions.
- DEI – Diversity, Equity & Inclusion:
- Diversity: having differences within an organisation or setting. Diversity

recognises different identities, backgrounds and experiences should all have equitable access to resources and decision-making.

- Equity: treating people in ways that make sure they are not unfairly prevented from accessing resources and opportunities, nor that others have an unfair advantage. Simply providing the same opportunities to everyone is not an effective way to create equality of outcomes. Equity is about giving people what they need for fair access; it's about removing inequalities to make sure everyone has the chance to realise their ambitions.
- Inclusion: being proactive to make sure people of different backgrounds, experiences and identities feel welcomed, respected, valued and fully able to participate. It is not only about creating a diverse environment but also about ensuring a culture exists where individuals can be their full selves.
- Due diligence – An investigation, audit or review performed to confirm facts or details of a matter under consideration. It can be a legal obligation, but the term will more commonly apply to voluntary investigations.
- [EcoVadis](#) – A company that provides business sustainability ratings, with a global network of more than 85,000+ rated companies.
- Energy Performance Rating – The UK government requires all buildings to have an Energy Performance Certificate (EPC) to help sellers, landlords, building managers and occupiers, builders and their agents and buyers and tenants of non-dwellings to understand the Energy Performance of a building. The rating is shown on an A–G rating scale.
- ESOS – Energy Savings Opportunity Scheme – UK Government's mandatory energy assessment scheme for organisations in the UK. The Environment Agency is the UK scheme administrator.
- FTE – Full time employee.
- GDPR – General Data Protection Regulations – laws to ensure the personal data of citizens has robust protection.
- GHGs – Greenhouse gases that include: carbon dioxide CO<sub>2</sub>, methane CH<sub>4</sub>, nitrous oxide N<sub>2</sub>O, water vapour, fluorinated gases HFCs, PFCs, etc.

- [GHG protocol](#) – Partnership of the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD), which establishes comprehensive global standardised frameworks to measure and manage greenhouse gas (GHG) emissions from private and public sector operations, value chains and mitigation actions.
- Scope 1 – Direct GHG emissions from sources owned or controlled by the company eg furnaces, boilers and company vehicles.
- Scope 2 – Indirect GHG emissions from the generation of purchased electricity
- Scope 3 – Indirect GHG emissions, which are a result of an organisation's operations, from upstream and downstream sources not owned or controlled by the company.
- [Global Sustainable Tourism Council](#) (GSTC) – The GSTC is an independent and neutral organisation representing a diverse and global membership, including national and provincial governments, leading travel companies, hotels, tour operators, NGOs, individuals and communities, all striving to achieve best practices in sustainable tourism. The GSTC establishes and manages global standards for sustainable travel and tourism, known as the GSTC Criteria. There are two sets: Destination Criteria for public policy-makers and destination managers, and Industry Criteria for hotels and tour operators.
- [ISLA](#) – A non-profit organisation founded by event professionals and industry leaders focusing on a sustainable future for events. An independent industry body here to support the events sector transition to a more sustainable future.
- [ISO](#) – International Organisation for Standardisation. ISO is an independent, non-governmental international organisation with a membership of 167 national standards bodies who develop voluntary, consensus-based, market relevant International Standards.
- MFA – Multifactor Authentication.
- NPS – A Net Promoter Score is a method of using a single survey question to gauge satisfaction with a product. Net Promoter Score scores can range from -100 (all detractors and no promoters) to 100 (all promoters and no detractors).

The closer to 100, the better.

- Net zero – Net zero refers to achieving a balance between the amount of GHG emissions produced and the amount removed from the atmosphere. A company with net-zero targets must actively reduce existing emissions and remove greenhouse gases already in the atmosphere. According to Science Based Targets initiative guidance, by 2050 an organisation should have reduced its total emissions by 90-95% from a baseline and can use high-quality carbon credits from carbon avoidance or removals projects to mitigate for the remaining 5-10% of unavoidable emissions.
- Key requirements of the SBTi Net-Zero standard: 1.Focus on rapid, deep emission cuts. 2.Set near- and long-term targets, 3.No net-zero claims until long-term targets are met, 4.Go beyond the value chain. <https://sciencebasedtargets.org/netzero/>
- OKRs – Objectives and key results is a goal-setting framework used by individuals, teams and organisations to define measurable goals and track their outcomes.
- PCI DSS – Payment Card Industry Data Security Standard. An information security standard designed to reduce payment card fraud by increasing security controls around cardholder data.
- PPA – A Power Purchase Agreement is a contractual agreement between energy buyers and sellers. They come together and agree to buy and sell an amount of energy, which is, or will be, generated by a renewable asset. PPAs are usually signed for a long-term period between 10-20 years. Corporates typically use PPAs to achieve their ambition of reducing their carbon footprint, especially when a renewable energy supply is not directly available in their operational location/s.
- REC – Renewable Energy Certificates (RECs) are a market-based instrument that certifies the bearer owns one megawatt-hour (MWh) of electricity generated from a renewable energy resource. Once the power provider has fed the energy into the grid, the REC received can then be sold on the open market as an energy commodity. RECs earned may be sold, for example, to other entities that are

polluting as a carbon credit to offset their emissions.

- [Sabre Eco: Certified hotels](#) – Hotels that have been certified by a partner whose standards closely align with the Global Sustainable Tourism Council (GSTC) criteria.
- [Sarbanes-Oxley Act of 2002](#) – Also known as the Public Company Accounting Reform and Investor Protection Act or, simply, SOX. It is a federal law passed by the United States Congress in response to a series of high-profile corporate accounting scandals that shook investor confidence in the financial markets in the early 2000s.
- [Science Based Targets](#) – A partnership between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF) to drive ambitious climate action in the private sector by enabling companies to set science-based emissions reduction targets.
- SECR – Streamlined Energy & Carbon Reporting – UK Government mandatory reporting requirement for large companies.
- SOC2 – A voluntary compliance standard for service organisations, developed by the American Institute of Certified Practising Accountant (CPA) (AICPA), which specifies how organisations should manage customer data. The standard is based on the following Trust Services Criteria: security, availability, processing integrity, confidentiality, privacy.
- [SQUAKE](#) – An end-to-end solution, powering accurate carbon calculations and providing tangible compensation of all travel and logistics related emissions.
- Sustainable Aviation Fuel (SAF) – an aviation fuel made from sustainable and renewable sources, which can act as a substitute for fossil jet fuel.
- [Sustainable Development Goals \(UN\)](#) – The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries – developed and developing – in a global partnership. They recognise that ending poverty and other deprivations

must go hand-in-hand with strategies that improve health and education, reduce inequality and spur economic growth – all while tackling climate change and working to preserve our oceans and forests. THE 17 GOALS | Sustainable Development (un.org)

- [The Joint Meetings Industry Council \(JMIC\)](#) – The Joint Meetings Industry Council is an organisation that represents the combined interests of major international Meetings Industry associations. Which consists of a broad range of organisers, suppliers and facilities engaged in the development and delivery of meetings, conferences, exhibitions and other related events held in order to achieve a range of professional, business, cultural or academic objectives. JMIC provides a forum for information exchange, strategy development and the recognition of excellence.
- [The Paris Agreement](#) – The Paris Agreement is a legally binding international treaty on climate change. It was adopted by 196 Parties at the UN Climate Change Conference (COP21) in Paris, France, on 12 December 2015. It entered into force on 4 November 2016. Its overarching goal is to hold “the increase in the global average temperature to well below 2°C above pre-industrial levels” and pursue efforts “to limit the temperature increase to 1.5°C above pre-industrial levels.”
- [United Nations Framework Convention on Climate Change \(UNFCCC\)](#) – The UNFCCC secretariat (UN Climate Change) is the United Nations entity tasked with supporting the global response to the threat of climate change. The Convention has near universal membership (199 Parties) and is the parent treaty of the 2015 Paris Agreement.
- [United Nations Global Compact \(UNGC\)](#) – UN’s global voluntary corporate sustainability initiative.
- [UNGC Business Ambition for 1.5°C campaign](#) – aims to mobilise businesses to set science-based emissions reduction targets aligned with the Paris Agreement’s objectives. The campaign has gained momentum since its launch in 2019, with hundreds of companies committing to set science-based targets and accelerate

their efforts to mitigate climate change.

- [WELL Certification](#) – Spanning 108 features and 10 concepts, WELL is a roadmap for improving the quality of our air, water and light with inspired design decisions that not only keep people connected but facilitate a good night’s sleep, support mental health and help them do their best work everyday. Projects pursuing WELL Certification can earn points based on performance outcomes for various policy, design and operational strategies and can achieve one of four certification levels: Bronze, Silver, Gold or Platinum.
- Whistleblowing / Whistleblower – You’re a whistleblower if you’re a worker and you report certain types of wrongdoing. This will usually be something you’ve seen at work, though not always. The wrongdoing you disclose must be in the public interest. This means it must affect others, for example your colleagues, clients or the general public. You can raise your concern at any time about an incident that happened in the past, is happening now, or you believe will happen in the near future.

# References

[www.sustain.life/blog/scope-3-emissions?campaignid=17817971457&adgroupid=142233327027&network=g&utm\\_medium=ppc&utm\\_source=google&utm\\_term=&utm\\_campaign=International\\_Uk\\_IE\\_Blog\\_Dynamic&hsa\\_acc=6395178135&hsa\\_cam=17817971457&hsa\\_grp=142233327027&hsa\\_ad=611943137258&hsa\\_src=g&hsa\\_tgt=dsa-1689191144766&hsa\\_kw=&hsa\\_mt=&hsa\\_net=adwords&hsa\\_ver=3&gclid=EAlaIQobChMIzIa8iZqm\\_QIVgfftCh0G6QsdEAAYASAAEgIJ1PD\\_BwE](http://www.sustain.life/blog/scope-3-emissions?campaignid=17817971457&adgroupid=142233327027&network=g&utm_medium=ppc&utm_source=google&utm_term=&utm_campaign=International_Uk_IE_Blog_Dynamic&hsa_acc=6395178135&hsa_cam=17817971457&hsa_grp=142233327027&hsa_ad=611943137258&hsa_src=g&hsa_tgt=dsa-1689191144766&hsa_kw=&hsa_mt=&hsa_net=adwords&hsa_ver=3&gclid=EAlaIQobChMIzIa8iZqm_QIVgfftCh0G6QsdEAAYASAAEgIJ1PD_BwE)





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