

**2022**  
**Sustainable Business**  
Maintel Holdings Plc



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# ESG Strategy & Compliance Director



**Joanne Ballard**  
ESG Strategy and  
Compliance Director

**It's been an extremely busy and exciting six months since I embarked on the position of ESG Strategy and Compliance Director within the Maintel Executive Management Team.**

2022 saw a number of challenges including supply chain issues due to the microchip shortages, the move to new "normal" hybrid working arrangements and learning how to maintain an appropriate culture of employee engagement, several updated regulations, the sad passing of Her Majesty the Queen and a range of environmental and geopolitical impacts but, difficulties aside it has been a good year for sustainable business with a wide range of achievements from being the first UK all technology company to obtain a sustainability linked loan with HSBC Commercial Banking, improving the percentage of employees that would recommend Maintel as a great place to work and a range of awards and accolades that continue to showcase Maintel as a sustainable business leader in our industry.

We've worked with suppliers on starting their own sustainable business journey and implemented strategies to improve sustainable business solutions for our customers including our very own Carbon estimator, a circular economy offering and a range of refurbished equipment.

Throughout 2022 we achieved Cisco sustainability specialisation along with maintaining our Cisco Gold Standard and Customer Experience specialisation, maintained Genesys Gold partner, improved our EcoVadis supplier sustainability score within the gold standard and raised our CDP score. We were also awarded Weston partner of the year for year-on-year growth and breadth of products and Extreme Networks technology partner of the year.

My personal highlights included the publication of our carbon reduction plan and the CRN Women and Diversity Channel Awards where four of our Maintel ladies were finalists and Maintel won the company Gender Parity Award for the work and progress we are making in diversity and inclusion.

The Maintel forest where we plant 25 trees for every 500 cloud seats connected through Maintel has grown beyond target and we've submitted our carbon reduction targets to the Science Based Target initiative (SBTi) for verification, along with re-baselining our carbon footprint in accordance with our recalculation policy.

It's been a busy and enjoyable year and there is still more to do as we continue to embed sustainable business into everything we do and make progress on our journey to net zero.

Looking forward to 2023 I believe it will be another exciting year of progress for sustainable business and provide more opportunities to work with suppliers and customers to push forwards all our carbon footprint reductions and continue to focus on local community improvement while maintaining our rigour in governance and compliance.

## Introduction

# Our year at a glance

### Customers

52.75%

NPS  
2021-41.99%

4.72/5.00

Customer satisfaction  
2021-4.40

### Climate Action

46.34%

GHG emission reduction\*  
2021-31.4%

9,660

Trees planted  
2021-150

\*Scope 1 and 2

### Health & Safety

0

Fatalities  
2021-0

0

RIDDOR reports  
2021-0

### Quality Education

10

Employee apprenticeships  
2021-9

8

Gift apprenticeships  
2021-1

### Gender Equality

31.58%

Female senior managers  
2021-29.75%

30.53%

Female employees  
2021-29.75%

### Employees

81%

Good range of Benefits  
2021-76%

83%

A great place to work  
2021-81%

9.65%

Employee Attrition  
2021-9.7%



# Strategy in Context

Everyday our products and services play a central role in the livelihoods of our customers. We work to embed our sustainable business strategy across Maintel and are committed to engaging in positive relationships with all stakeholders.

## In our Operations

Maintaining robust Governance and keeping our people safe are fundamental responsibilities. We are committed to maintaining compliance and responding openly.

## Our Employees

Maintel business performance and customers experience depends on our ability to attract and retain talented individuals at all levels. We invest in our employees growth, benefits and learning.

## For Customers

Our customers trust us with their personal information and their privacy. Protecting that information and ensuring it remains secure is fundamental in everything we do.

## Our Suppliers

We work in partnership with our critical suppliers and approach relationships with openness as together we strive to improve offerings and positively impact the environment and local communities.

We also believe Maintel has a role to play in contributing to local communities in which we operate. Our sustainable business strategy describes our intention to deliver positive impact in three key areas. In parallel we remain committed to ensuring Maintel operates responsibly, ethically and is transparent about our progress and works towards the highest level of goals available. Key areas form the focus of our efforts along with our detailed policies, procedures and reporting that assist us to hold our business to account.

## Sustainable transformation



## Operating responsibly



## Policies, standards - integrated management systems

Supply chain management

Health and safety

Anti-bribery and corruption

Privacy and cyber security

# Sustainable Transformation

## Maintel sustainable transformation and strategies are linked to our stakeholder materiality assessment completed in 2021, ensuring we take account of a wide range of internal and external stakeholder views.


The materiality assessment is completed every two years to keep us up to date with stakeholder requirements and business progression and enables us to focus on aspects that are important to our business and wider stakeholder communities.

Our strategies have been aligned to the UN Global Sustainable development goals (SDGs) and embedded across our business. We identified three material sustainable business transformation SDGs to target but also work to positively impact other SDGs during our normal course of business.



Aiming for positive impact to the SDGs allows us to show progress towards global targets and positively contribute to our progress within the multiple frameworks, regulations, and certifications we must have, have chosen to work with or our customers require us to achieve. We target ourselves on SDG key performance indicators that fall within our normal areas of operation.

### Quality Education



**SDG goal 4 focusses on the acquisition of foundational and higher-order skills, greater and more equitable access to technical and vocational education and training and high education; training throughout life; and the knowledge, skills and values needed to function well and contribute to society.**

The levels of youth unemployment and a growing digital skills gap are significant social and economic challenges. Unemployment can have a negative impact on people's wellbeing with even a short period of unemployment having a long-term impact on a person's self-esteem or confidence. By tackling quality education availability for all, we work to try and reduce the number of people out of work or in temporary work and gain in terms of business growth, cost reduction and ensuring improved inclusion.

The communications industry continues to develop with new products, technologies, and services and this means that we need to continuously look at what critical skills our people need to acquire to ensure our organisational capability grows and we can succeed now and into the future.

The changes in technology are also having an impact on the skills needed by businesses and altering the nature and location of work. Even though digital technologies may be disrupting some of the traditional work activities, this same progression can also create new employment opportunities where specific skills and abilities will be highly valued.

Maintel works to address future workplace technology needs and develop the skills of our existing employees and those entering the world of work to be better equipped for an inclusive digital society.

### Developing our skills and capability

We invested in a central Learning Management System (LMS), launched in June, bringing together mandatory training for ISO Certifications, Anti-Bribery, Human Slavery, Information Security, Unconscious Bias and other mandatory training that is completed at induction, change of role and annually as part of our compliance program. The LMS has enabled us to improve our training monitoring and compliance levels and created a robust link to employee development plans as well as being a repository for bespoke product and services training.

# Sustainable Transformation

In addition to the mandatory training the LMS offers each employee the opportunity to select from a wide range of updated content for training in aspects relevant to their role, well being, management, business tools or courses of particular interest to them both inside and outside of Maintel.

Since the June launch more than 5,000 briefing and training modules have been completed with each employee completing an average of 8 hours training.

## Apprenticeships

The focus on employee apprenticeship continues to grow with launch of the Aspiring Leaders apprenticeship with seven developing leaders taking part, Associate Project Managers, Digital Technology Solutions Professional and our first Corporate Responsibility and Sustainability Practitioner apprenticeship.

Each apprenticeship requires a commitment of 20% of an employee's paid time dedicated to learning to achieve a positive outcome and qualification. This is a commitment we are willing to make to provide further education and career development of our people, provide Maintel with the skills to move forwards in a changing technological environment and benefit employee retention and growth.

Year	No. of employee apprentices
2019	4
2020	0
2021	9
2022	10

In addition to employee apprenticeships Maintel utilise the Apprenticeship Levy gifting scheme to encourage employers who would otherwise be unable to offer formal apprenticeships the opportunity to engage with us and provide apprenticeships for their employees. Wherever possible we accept organisations that complement our industry or have services available that are appropriate to the wellbeing of Maintel employees.

Year	No. of gift apprenticeships
2020	0
2021	1
2022	8

## Social Value

Despite levels of unemployment, demand for digital skills continues to outstrip the supply of readily available talent and while many people entering the world of work are familiar with the use of digital technologies most do not leave education with the depth of technical skills required to create and support the technologies businesses are becoming increasingly reliant upon, for example Managing cyber security, writing code, designing, configuring, or maintaining devices and networks.

Maintel is committed to supporting digital learning and improving the digital skills for our potential future employees and those entering the world of work. We undertake a range of volunteering activities which include:

- **Young person work experience:**

By offering employee family members and our public sector customer clientele the ability to spend time gaining experience at work through short placements within various areas of Maintel we can provide hands on experience to assist with education and identify young individuals that aspire to working with us.

- **School talks:**

The world of work can be daunting for a young person and offering a range of talks, for example, starting out at work and what to expect, a technical career, interview techniques, CV writing, what's management all about? and being available for young people to ask us questions about our work experience enables us to engage with potential future employees and provides them with knowledge to assist in their employment search and general development.



# Sustainable Transformation



During July we worked with Form the Future on the Stem in the Fens project and spent time with students at Guyhirn Primary School in Cambridgeshire discussing and completing exercises surrounding Human Slavery and Supplier Management Compliance linked to metals and minerals that make up the components of mobile phones.

- **Technical volunteering:**

The skills our employees have cover a wide range of technology and we look to spend time with underprivileged or vulnerable individuals to assist with building their confidence around technology and provide technology funds as part of our Social Value offering through our Public Sector contracts

We've worked with a community church organisation in Burnley to provide not only company for vulnerable people but assistance in how to use technology and enable them to develop skills and have the confidence to gain employment.

- **Equipment provision:**

To flourish in a technical world, young people need access to technology. Our provision of suitable equipment such as latest phones and pads enables recipients to improve technical and communication skills and have an increased access to job vacancies, career guidance as well as personal development apps and training. We accommodate technical funds, particularly for our Public Sector contracts, adding Social value when purchasing through Maintel.

# Gender Equality

The equality of women remains a significant global challenge, by empowering women within Maintel and promoting gender equality we ensure we have a wide range of views at all levels within our business.



*SDG goal 5 aims to empower women and girls to reach their full potential, which requires eliminating all forms of discrimination and violence against them, including harmful practices. It seeks to ensure that they have every opportunity, receive the recognition for their work and have access to resources and enjoy equal participation with men in all areas of life.*

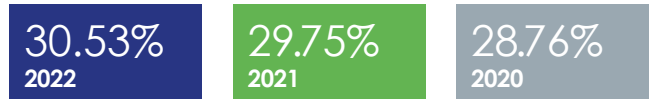
In the UK young women and men enter the workplace having been given the opportunity to gain equivalent skills but a greater proportion of men reach middle and senior level roles. Many women leave the workforce or continue to work in more junior roles than their male peers due to personal life choices and some may encounter difficulties when returning to work after a career break or find fewer opportunities available to fit with their home responsibilities.

Maintel offers agile working to ensure as many employees as possible (male and female) can work in a way that provides a positive work-life balance and we set gender targets across all levels of the business.

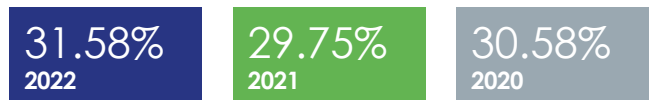
Maintel employs 156 women, 30.53% of our workforce and believe that achieving greater gender equality strengthens our company by giving us a better understanding of the needs of women, men, families, and an overall more balanced view.

We showcased our female talent this year and for International Women's Day in March, instead of one day of celebration Maintel showcased the technical and non-technical female talent across our workforce with a range of social media blogs for 6 weeks. Technical and non-technical talent took part with the aim of encouraging young females to enter the world of communications. The blogs contained the challenges, changes that have been seen in the industry over their careers, why they work in a technological world and their personal achievements in the industry.

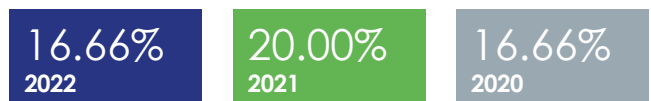
### All employees



### Senior management



### Board members



During October Maintel attended the CRN Women and Diversity Channel Awards where four of our excellent ladies were shortlisted as finalists and Maintel were awarded the Gender Parity Award for our achievements in putting gender equality at the front and centre of what we do.



## Gender Equality

- Technical Employee of the Year – Ruth Bowdery
- Technical Employee of the Year – Leah Goddard
- Mental Health Champion – Charlotte Jennings
- Women of the Year & Role Model of the Year – Gillian Bailey

We embedded our commitment to diversity and gender balance into how we work and all people managers attended unconscious bias training to assist them in recognising the assumptions and beliefs that can skew decision making. The training was specifically aimed at people managers to ensure our recruitment processes are balanced and help to develop the skills to manage diverse teams.

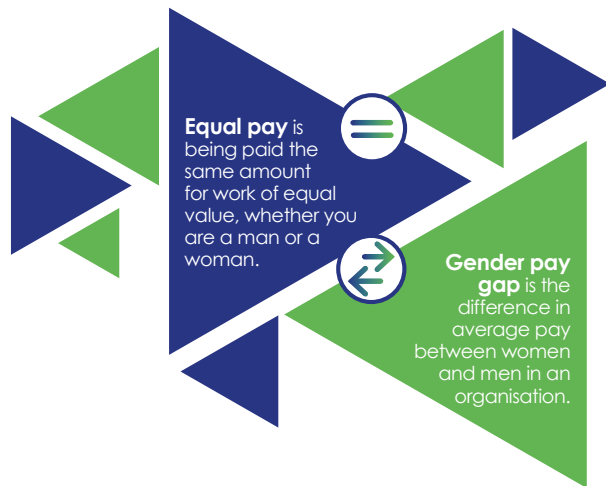
We also recognise that the Telecoms industry, particularly in some of the technical arenas has historically been male dominated however, this is a challenge that we are working hard to overcome and investing significantly in areas such as talent attraction, talent management and development to build our balanced workforce. Initiatives to ensure female candidates are included in interview shortlists and setting internal targets will assist us in increasing the proportion of females working in technology.

Gender balance is linked with our Quality Education ambitions and we continue to see an increase in gender diversity across our business with provision of apprenticeships and increased training in the technical areas of our business.

### Support for working parents

To maintain knowledge and expertise within our business we encourage and support employees (male and female) to return to work after the birth or adoption of a child. Our maternity and paternity policies provide for 13 weeks full pay during maternity leave where an employee has been continuously employed by Maintel for over 26 weeks ending with the 15<sup>th</sup> week before the expected week of childbirth.

Our flexible working policy enables all employees (not just parents) to submit, once per year, a request to amend working days and hours to meet their personal commitments. All requests are fully reviewed and where possible, in line with business requirements, requests are granted.



### Gender Pay Gap

In striving for gender equality, we consider the gender pay gap which provides us with a view of the difference in average earnings across our business.

The gender pay gap is different to equal pay, which is about the right for women and men to be paid equally for equal work.

Maintel is an equal pay employer, so where we have men and women doing the same job or in roles of equivalent value, we pay them at the same rate.


Maintel regularly reports on gender pay gap and acknowledges that the communications industry in general employs significantly more men than women and that Maintel is representative of the talent pool available to select from however, we continue to work on this and acknowledge that although it will take time it is important that we address this issue. We continue to invest in talent attraction and talent management to make a significant impact on our overall gender pay gap.



# Climate Action

Maintel understands that transparency surrounding climate-related risks and opportunities is critical to maintaining trust with our stakeholders and allows them to understand the implications of climate change within Maintel, across our value chain and for the products and services we provide.

**13** CLIMATE ACTION



*Climate change represents the single biggest threat to development and its widespread, unprecedented effects disproportionately burden the poorest and the most vulnerable. This goal focusses on urgent action that is needed not only to combat climate change and its impacts, but also build resilience in responding to climate-related risks and natural disasters.*

This year's Sustainable Business report is adopting the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and we have structured our report into the TCFD recommended disclosures and provide a broad view into how we understand and manage the risks and opportunities associated with climate change within our business.



## Governance

The Maintel Board of Directors actively oversees core business strategy with the CEO being ultimately accountable for Maintel sustainable business strategy.

At regular Board meetings and the annual strategy meeting our Board engages with executives in robust discussions about strategic goals, and challenges them to execute on our overall strategy plan by addressing emerging risks and opportunities and promoting innovation and agility.

The Board emphasises that risk management is a positive part of the overall conduct of our business and an integral part of our strategy, culture, and business success.

The Board and executive management team recognise that operating responsibly, which includes minimising environmental impact of our operations and wider value chain is fundamental to Maintel long term success. Building a better future involves embedding climate awareness at all levels of our business and in everything we do, therefore the Board oversight and management governance structures are evolving to include a wider scope of regular assessment and discussion surrounding climate-related risks and opportunities.

# Climate Action

Section	Governance
<p><b>Board Oversight</b></p>	<p>The Board oversees the management of strategic and operational risks through several different levels of review. Each of the Boards committees oversees the management of specific risks and opportunities that fall within that committee's area of responsibility. The committee chairs provide updates to the Board on the activities of the committees, and in addition, the Board reviews the risks associated with Maintel strategic operating plan regularly throughout each year.</p> <p><b>Audit and Risk Committee</b></p> <p>The Audit and Risk Committee met quarterly throughout the year and oversee the Groups risk management monitoring processes that identifies, reviews and reports corporate level risks and reviews statements on internal control systems and operational risk management processes.</p> <p>Environmental and climate-related risks discussed in these reviews include operational and financial risks relating to energy management, net zero commitments, business continuity during weather-related events and changes that may occur to carbon policy, e.g. changes to laws and regulations that seek to mitigate climate change or are being included as part of a wider scope of control.</p> <p><b>Remuneration Committee</b></p> <p>The Remuneration committee is responsible for establishing the base salary, benefits, bonus, and long-term incentive plans to ensure they are sufficient to motivate whilst being proportionate to the long-term company value created. The bonus related key performance indicators set include specific metrics to motivate Directors and Senior management to be good stewards of our planet and reduce the environmental impact of our operations.</p> <p>50% of bonus is linked to non-financial key performance indicators including carbon reduction across scope 1, 2 and 3 and Science Based Target initiative (SBTi) submission for verification, in addition to a range of other ESG key performance indicators.</p>

# Climate Action

Section	Governance
<p><b>Managements Role</b></p>	<p>In Maintel we drive our business forward through operational management structures and the planning and implementation processes we use to discuss and agree decisions and ensure they are actioned to completion. Our management team is organised into functional groups, each group having an executive lead.</p> <p>Each functional group has responsibility for their designated functions and provides support, as required, to other functions within our business. Each functional group has a role in the assessment and management of climate-related risks and opportunities within their area of control.</p> <p>On many occasions environmental topics impact multiple functional groups and to ensure that decisions across areas are in the best interest of Maintel the senior management team and executive are involved as necessary to review and approve items that fall across multiple functional areas.</p> <p><b>ESG Strategy and Compliance Director</b></p> <p>In 2019 we created a role dedicated to Maintel sustainability reporting and stake-holder engagements on ESG factors. Our ESG Director reports directly to the CEO as part of the Executive Management team and heads a team of Governance administrators that focus on strategic areas, including climate change, sustainability reporting, certifications, accreditations and non-financial compliance and governance.</p> <p>Our ESG Director provides regular risk and ESG update reports to the Board detailing Maintel ESG priorities, commitments, risks, and opportunities including monthly climate related dashboard.</p> <p><b>Management and Deputy Management Representatives</b></p> <p>Aligned to the International Standards (ISO's) the management representatives and their deputies are responsible for administering the Maintel compliance program and are the subject matter experts responsible for ensuring suitable operational policies, procedures and processes are in place to relevant standards and regulations including ISO14001 – Environmental.</p> <p><b>Environmental Team</b></p> <p>The management representatives, office leaders and employee "EnviroMaintel" team are the driving force behind our environmental strategy to encourage participation across our employee base. They provide regular communication to employees through emails and training, encouraging all employees to be involved and positively impact our progress towards company targets.</p>

# Climate Action

## Strategy

Our environmental strategy is part of our overall sustainable business journey. Focussing on the environment provides us with the ability to identify material risks and opportunities, set metrics and targets and regularly review our goals and commitments to identify ways our products, services and people can build a better, more responsible future. We have a multi-faceted approach to environmental aspects including:

- Minimising the environmental impact of Maintel day to day operations
- Improving energy efficiency of corporate infrastructure and systems
- Developing solutions that enable customers to reduce their carbon footprint
- Working closely with suppliers to introduce beneficial processes and technology changes

Section	Strategy
<p><b>Identified climate-related risks and opportunities over short, medium, and long term</b></p>	<p>We recognise the impact climate change could have on our operations and the importance of being transparent and proactive to identify, assess, and manage those risks and opportunities with direct impact to our business.</p> <p>Continuing to uphold the standards of our business, our infrastructure and reliability is a top priority, and why our strategy and risk management approaches are inextricably linked. We identify risks through robust and comprehensive processes, see the Risk Management section of this report for more information.</p> <p>In the tables that follow, we identify climate-related risks and opportunities with potential impact to our business over short (0–3 years), medium (4–10 years), and long-term (11–25 years) time horizons, as well as our strategies to manage and mitigate. Risks are categorised as outlined by the TCFD</p> <ul style="list-style-type: none"> <li>• <b>Transition risks</b>, created by the world's transition to a low-carbon economy because of carbon policy, legal, technology, reputational and market changes</li> <li>• <b>Physical risks</b> created from a changing climate, particularly in the absence of carbon policy measures.</li> </ul>

# Climate Action

Transition risks	
<p><b>Policy and Legal:</b></p> <ul style="list-style-type: none"> <li>• Changing environmental policies</li> <li>• Current and emerging regulations</li> </ul>	<p><b>Description</b></p> <p>Due to the nature of our operations, we are subject to regulatory developments related to climate change.</p>
Impact to our business	Management approach
<p><b>Time horizon:</b> Short to Medium term</p> <p><b>Policy-driven changes</b></p> <p>Increased fuel or energy pricing could make it more expensive to purchase energy to power Maintel office estate and infrastructure</p> <p>Implementation of Carbon Pricing policy could impact Maintel by directly putting a price on our emissions which would impact our operational costs.</p> <p><b>Litigation or Legal risk</b></p> <p>Fines related to existing (and emerging) climate related reporting due to the failure of Maintel to mitigate impacts of climate change and insufficiency of disclosure around material financial risk.</p>	<p><b>Monitoring policy and regulatory developments:</b> We monitor policy and regulatory developments related to climate change and the environment and create a course of action specific to the area(s) affected, as appropriate.</p> <p><b>Setting climate goals and committing to net zero:</b> Recognising the impact climate change could have on current and emerging regulations and our target market, we are working toward a low-carbon future and have committed to reducing our environmental footprint through a variety of climate-related goals as well as committing to the Science Based Target initiative (SBTi) in 2021 and submitting our proposed target for SBTi verification in December 2022.</p> <p><b>Deploying and procuring renewable energy:</b> As users of a rented office estate, our landlords provide the electricity we use. We work with our landlords to increase the use of renewable energy which currently stands at</p> <ul style="list-style-type: none"> <li>• 40% - Blackburn</li> <li>• 100% - Blackfriars</li> <li>• 100% - Cannock</li> </ul> <p><b>Reducing electricity use and carbon emissions:</b> There are many ways in which we can reduce our exposure to any carbon price regulation (i.e., a cost we directly or indirectly incur because of a carbon policy mandate to reduce GHG emissions). This includes:</p> <ul style="list-style-type: none"> <li>• We are reducing energy by moving from older technologies to newer, more energy-efficient ones and making full use of cloud technologies</li> <li>• We have installed energy-efficient systems in our office estate including LED sensor lighting, grade A kitchen and physical technology equipment wherever possible</li> <li>• We are centrally controlling the use of heating and cooling throughout our estate ensuring optimal temperature when employees are in the office.</li> <li>• Assessed and planning reduction of our office estate</li> <li>• Planning to implement overnight switch off for electricity points not required outside of office hours</li> </ul> <p><b>Reducing fuel consumption:</b> During 2022 the Maintel fleet vehicles were removed and employees needing to travel provided with a low carbon emissions salary sacrifice car purchase scheme. In addition, the continued use of Agile working has reduced the amount of employee travel to offices.</p> <p><b>Agile working:</b> Our policy enables, where appropriate, for home based working and secure remote access to all corporate systems with provision of Teams for customer video calls and presentation.</p>

# Climate Action

Impact to our business	Management approach
<p><b>Technology and Market risk</b></p> <ul style="list-style-type: none"> <li>• Improvements that support the transition to lower-carbon products and services</li> <li>• Changes to supply and demand for products and services</li> </ul>	<p><b>Description</b></p> <p>Related to change in regulation and pace of customer requirement to move to Net Zero, the demands may change for certain products, and services</p>
<p><b>Time horizon:</b> Short to Medium term</p> <p><b>Customer requirement</b></p> <p>To meet their own sustainable business objectives, customers may overlook traditional equipment for innovative, lower carbon options</p> <p><b>Circular economy</b></p> <p>Customers may proceed with companies able to offer a full circular economy approach as part of project</p> <p><b>Refurbished equipment</b></p> <p>Second use and refurbished become part of customer normal operating procedures to elongate life of existing equipment or reduce cost of provision</p>	<p><b>Carbon estimator:</b> Maintel launched its Carbon estimator, a free to use tool to enable prospects and customers to identify savings in electricity cost and Scope 2 emissions when moving from on premises equipment to cloud.</p> <p><b>Circular economy offering:</b> Known internally as ITAD – IT Asset destruction, this service enables customers and prospects to have a certified zero to landfill option for old or unwanted equipment when undertaking a project with Maintel.</p> <p><b>Cisco sustainable accreditation:</b> Our accreditation provides access to customers for warranted, refurbished Cisco equipment as part of our overall offering with the addition of an included recycling model.</p> <p><b>Refurbished equipment:</b> A cheaper option for customers to use refurbished mobile handsets which meet current security requirements and reduce the carbon footprint, saving approx. 55.5kg CO2e per employee.</p> <p>See Industry, Innovation, and Infrastructure section for additional information.</p>

# Climate Action

Impact to our business	Management approach
<p><b>Reputational risk</b></p> <ul style="list-style-type: none"> <li>Customer and community perceptions</li> </ul>	<p><b>Description</b></p> <p>There is a reputational risk to businesses as climate change increases in visibility across our customer base. Businesses that are seen as not doing enough or actively contributing to reduce climate change may fall out of favour with customers and prospects.</p>
<p><b>Time horizon:</b> Short to Medium term</p>	<p><b>Risk Review:</b> Reputational risk is reviewed by both our Board and management. See Risk and Operating Responsibly sections of this report.</p>
<p><b>Environmental responsibility</b></p> <p>Due to the nature of our operations and the electricity used to run our operation, our customer infrastructure, and the products we sell, customers could perceive Maintel as detracting from a transition to a lower-carbon economy if we fail to demonstrate efforts to reduce our environmental impact.</p>	<p><b>Climate-related public commitments:</b> To demonstrate our commitment to reducing our carbon footprint and to show that Maintel is climate-conscious, we have publicly committed to achieving science-based reduction targets and Net Zero which challenges us to focus our improvements in areas where we have the largest environmental impact.</p> <p>Continued clear and consistent external messaging about our goals helps us reaffirm our priorities and frame our future sustainability strategy.</p>
<p><b>Brand awareness</b></p> <p>Our stakeholders expect us to be environmentally responsible and take appropriate measures to minimise the impact of our operations on the environment (identified in 2021 materiality assessment). Our brand is essential to the maintenance and growth of our business. Loss of reputable brand recognition could cause our customers to switch to competitors.</p>	<p><b>Building a brand that supports social impact:</b> Our actions in the community support our commitment to aiding communities to build green spaces through our Public Sector contracts in addition to external charity and wellbeing activities. We have worked with Trees for Burnley to assist in their planting mission, bringing back life to local areas and green spaces.</p> <p><b>Internal reputation:</b> We support a business culture where employees help employees with the established Wellbeing ambassador group and EnviroMaintel employee team. Our volunteering policy enables all employees to actively participate in company organised charitable and environmental activities throughout the year.</p>

# Climate Action

## Physical Risks

### Acute physical risk

- Extreme weather disrupting supply chain
- Extreme weather disrupting local operations

### Description

According to the Intergovernmental Panel on Climate Change (IPCC), in a 4°C world where carbon policy fails to mitigate global average temperature increases, the frequency and severity of acute events will be more drastic than today. In a 2°C world, these changes will be felt to a lesser extent. Current and future physical risks from increased extreme and severe weather could disrupt our business supply chain. Our customers and regulators expect our services to operate regardless of weather conditions.

## Impact to our business

**Time horizon:** Short to Long term

**Our market:** There is a potential negative impact to our market and Maintel sales if we are unable to adequately respond to adverse weather situations that could impact our services.

**Our employees and infrastructure:** Maintel is dependent on the protection of employees, critical business functions, physical data centres and offices which more frequent severe weather could pose a threat to.

## Management approach

**Group Strategy:** Our comprehensive business continuity planning strategy and certification to ISO22301 prepares our business to respond to natural and man-made events that could adversely impact our business operations. This includes:

**Identification and monitoring:** Gathering information to assess threats to operations covering both natural man-made events.

**Planning:** Creating and documenting a plan of action in the event of an emergency. The processes and procedures are essential to the protection of our employees, critical business processes and our operating locations

**Testing:** Regular testing based on criticality of event with a minimum of annual testing for events identified as Gold (critical), every other year for Silver (medium) and once only for Bronze (low)

**Agile working:** Our employee base is located throughout the UK and provided with the ability to work from a Maintel location or remotely from any location, i.e., home office, without detriment to required system access providing robust continuity during applicable events, i.e., power disruption, office unavailability.

See the risk management section for additional information about our risk management program and how we identify, assess, and prioritise risks.

# Climate Action

Impact to our business	Management approach
<p><b>Chronic physical risk</b></p> <ul style="list-style-type: none"> <li>Long-term changes in climate and weather patterns, including changing levels of precipitation, mean temperatures, and sea level rise or fall to extreme</li> </ul> <hr/> <p><b>Time horizon:</b> Short to Long term</p> <p><b>Operational Costs:</b></p> <p>There is a possibility that our operational costs may increase because of shifts in climate patterns, and the threat of these issues may impact current and future business decisions related to our office locations and data centres.</p> <p>If an event occurs, it could also impact our operational costs through increased energy usage and costs to repair facilities.</p> <p><b>Suppliers:</b></p> <p>Events impacting suppliers could result in drops in productivity or increased costs that may be passed on to Maintel.</p>	<p><b>Description</b></p> <p>According to the Intergovernmental Panel on Climate Change (IPCC), in a 4°C world where carbon policy fails to mitigate global average temperature increases, the severity of changes in overarching climate patterns will be much more intense than today, including an average rise in sea level of 11.81 inches by 2030 and a reduction in worldwide productivity and GDP growth.</p> <p>In a 2°C or lower world, we expect the increase in chronic impacts to occur over a much longer timescale and to be more limited.</p> <hr/> <p><b>Group strategy:</b> Please see the Risk Management section of this report for information about how we identify and assess longer term risks, as well as integration into our risk management framework. We have systems and processes in place to monitor and manage longer term climate-related risks.</p> <p><b>Long-term temperature changes – Locations:</b> Higher and Lower extremes of temperatures could cause our offices and utilised data centres heating and cooling systems to run more frequently and, in turn, present additional cost and carbon emissions to maintain an ideal operating temperature.</p> <p>Efforts to reduce the energy required to run our offices, boost efficiencies with agile working and work with our data centre suppliers continue to maximise the heating and cooling in place, including reviewing facilities with solar power.</p> <p><b>Goals:</b> We use a variety of climate-related goals to manage our resource use, for example, committing to net zero and reducing our carbon emissions in line with a science-based target. See Metrics and Targets section of this report.</p> <p><b>Increased precipitation:</b> Changes to climate patterns pose an increased risk of flooding to low-lying facilities (offices and Data Centres) and longer-term increases in precipitation patterns could increase operating costs to maintain and/or repair facilities. We include flood analysis in our review of office and data centre locations and avoid known low-lying flood plain areas to mitigate this risk.</p>

# Climate Action

## Climate-related opportunities

### Products, services, and market requirements

#### Description

We continue to develop products and services to assist customers in meeting their carbon reduction goals.

## Impact to our business

**Time horizon:** Short to Medium term

## Management approach

**Product and Service innovation:** We believe new technologies and our cloud-based strategy will provide critical solutions for our customers and assist in moving towards a sustainable future and low-carbon economy.

Our own, and our partners cloud-based technology solutions are already achieving efficiencies not only in our own operations but also for our customers.

Our carbon estimator, circular economy offering, and refurbished equipment enable customers to estimate saving in carbon emissions and electricity spend savings by moving to a cloud-based solution which in turn reduces the number of visits to disparate customer operating sites with centralised remote monitoring and technical repair. See Industry, Innovation, and Infrastructure section of this report.

Our cloud strategy makes agile working possible for us and our customers be that on a regular or occasional basis which assists in reducing emissions related to transport.

**Company financing:** Maintel signed the first UK Sustainability Linked Loan for an all-tech company in the UK with HSBC Bank UK which contains Environmental and Social targets linked to interest rate reduction to encourage sustainable operations throughout our organisation and reduce the cost of finance.

## Resource efficiency, energy source and resilience

#### Description

Working within our own operations and with our value chain to reduce costs and emissions.

**Time horizon:** Short to Medium term

For several years we have successfully worked to reduce the environmental impact of our operations, including our carbon footprint (GHG emissions), and we continue to make investments to make our operations and infrastructure more resilient while continuing to drive down direct emissions and working with our suppliers on indirect emissions.

These activities help manage our risks and provide new opportunities to reduce operating costs, take advantage of cost-competitive renewable energy through our landlords, and create potential competitive advantages from resilient operations.

See our Risk Management section for more information about how we identify and assess these related risks, including Policy and Legal risk, Acute physical risk and chronic risk sections of this report to enable identification of opportunities.

# Climate Action

## Risk Management

Maintel recognises that climate change risk is a global issue that could impact how we run our business both today and in the future. We continue to look for ways to improve our understanding of climate related risks and work to integrate climate risk variables into our risk management program and processes which engage both at a corporate and operational.

Section	Risk Management
<b>Risk identification and assessment process</b>	<p>Physical climate impacts can be both short and long term in their nature, for this reason we have a comprehensive approach to risk identification and assessment aligned to international standards ISO22301-Business continuity and ISO14001-Environmental that focus on our preparedness to identify and assess natural and man-made events that could adversely impact our business operations.</p> <p><u>Short-term risk identification and assessment</u></p> <p>The short-term view is classified as 0 to 3 years and aligned to Maintel strategic operating plan.</p> <p>Each year we complete a Business Impact Analysis (BIA) as part of our corporate governance routine. The BIA is an in-depth assessment that helps us determine the operational impact that could result from major risk/s occurring.</p> <p>The BIA records, identifies and prioritises the greatest threats to our employees, suppliers, customers, and overall business operations. Priority risks are those with the most direct and immediate impact to us and our customers, we classify these as very high and high risks.</p> <p>We evaluate four key climate-related event areas during our assessment</p> <ul style="list-style-type: none"> <li>• Flood and Water events</li> <li>• Fire events</li> <li>• Natural disaster</li> <li>• Severe Weather disruption.</li> </ul> <p>The BIA highlights the necessary investments to improve working practices and inform decisions. Very high and high priority risks are discussed with the Board and directly integrated into our strategic business plan, business continuity planning and capital allocation decisions.</p> <p>The BIA process assists in informing the ESG Strategy and Compliance Director and Management representative on climate-related issues and guides the group wide environmental business continuity plans.</p> <p><u>Medium term risk identification and assessment</u></p> <p>The medium-term view is classified as 4 to 10 years.</p> <p>We input a range of external climate information from third-party sources to our risk management processes which enable us to analyse multi-year projections and associated opportunities and risks for the provision of Maintel products and services, climate related risk occurrence and the wellbeing risks to our workforce.</p>

# Climate Action

Section	Risk Management
	<p>The information aids us in decision making for the location of offices and data centres throughout the UK, assists with supplier selection and employee wellbeing decisions.</p> <p><u>Long term risk identification and assessment</u></p> <p>The long-term view is classified as 11 to 25 years.</p> <p>This is a horizon view aligned to long term company strategy and our progress towards Science Based target and net zero. The long-term view is reviewed at least annually and when short- and medium-term risk assessment is completed.</p> <p><b>Preparing for and responding to events</b></p> <p>Maintel Governance team, EnviroMaintel and the Business Continuity teams actively monitor operations at Maintel locations (including home workers) and Data Centres, they share information and analysis as part of their day-to-day operations which includes regular reporting to the Board. Where a potential threat, a single significant or multiple minor events are identified a risk assessment is completed by gathering event-related information, engaging with subject matter experts and measuring probability and severity on Maintel operations to indicate the level of risk identified.</p> <p>The measurement of the risk is calculated in accordance with Maintel Risk Management policy with risks identified from 4 key areas;</p> <ul style="list-style-type: none"> <li>• Business planning process</li> <li>• New product appraisal</li> <li>• Existing operations</li> <li>• External environment</li> </ul> <p>Maintel ISO22301-Business Continuity and ISO14001 – Environmental risk governance includes:</p> <ul style="list-style-type: none"> <li>• <b>Business continuity and disaster recovery planning:</b> Risk identification and the coordination and development of appropriate response plans, employee training and documentation maintenance</li> <li>• <b>Site emergency action planning:</b> For each location (Office, Data Centre, Home Worker, Customer site) and type of work, the appropriate planning and scenario-based plans are produced, trained, and tested with employees. Evacuation drills completed in accordance with regulatory requirements.</li> <li>• <b>Crisis management planning and response:</b> In addition to the coordination, development, exercise and maintenance of disaster recovery plans, regular communication is provided to employees for policies and procedures in place, this includes mandatory annual training for all employees at induction and change of role.</li> </ul>

# Climate Action

Section	Risk Management
<p><b>Risk management processes</b></p>	<p>We recognise that climate-related risks and opportunities are inherently linked with each type of risk or opportunity and require a tailored approach related to the risk presented.</p> <p>Management of risks is an ongoing activity; we have an established companywide policy and associated processes that help us complete identification, review, report and, manage risks from top down.</p> <p>The Maintel Risk Management Policy sets out our overall approach to risk management and identifies criteria for substantive impact on our business at corporate level in relation to climate related risk. A substantive impact relates to any financial, reputational, or warning provision from external agencies which has the potential to damage Maintel provision of products and services or inherently cause harm to the company or its employees.</p> <p>Our risk management framework is embedded into the day-to-day culture of our business and provides consistency in approach for identification, assessment, reporting and ongoing review of risks. Regular meetings take place where risk, including environmental concerns is an agenda item.</p> <p>Risks are recorded within Operational and Corporate risk registers where they are measured for probability of occurrence and impact to Maintel. The implementation of the Risk Policy is the process by which we identify risks in relation to:</p> <ul style="list-style-type: none"> <li>• the achievement of our company objectives</li> <li>• specific categories of activity/asset</li> <li>• emerging threats and vulnerabilities,</li> </ul> <p>We assess each identified risk, respond to the risks identified considering our assessment and risk appetite, review, and report on risks to ensure that our risk profile is current.</p> <p>The headline process provides assurance that responses are effective and identify where further action is necessary.</p> <p>A simple calculation relating to the impact and probability of occurrence is completed to rate the risk as Low, Medium, High or Very High and depending upon the strength of the plans to mitigate and/or remove the risk an automatic treatment flag is raised to prioritise the risk mitigation actions.</p> <p>All employees can input to the operational risk register. Risks identified as high or very high in the Operational register are automatically raised to corporate risk register for board review.</p>

# Climate Action

Section	Risk Management
	<p>Risk is measured based on the impact if the risk was to occur and the probability of occurrence. This provides an overall significance value, prior to mitigation:</p> <ul style="list-style-type: none"> <li>• 1 to 6 = Low risk,</li> <li>• 7 to 9 = Medium risk,</li> <li>• 10 to 12 = High risk and</li> <li>• 13 to 16 = Very High risk.</li> </ul> <p>Risk registers are formally audited at least twice per year as part of internal and ISO external audit program.</p>
<p><b>Integrating climate-related risks to Maintel risk management policy</b></p>	<p>Maintel have implemented a Management System which contains a range of accreditations, certifications, and ISO Standards. The integrated management system (IMS) is available to all employees and its contents form the policy framework which includes risk management.</p> <p>The IMS portal provides access to policies, guidance, instruction, and best management practises that exceed regulatory requirements and contains an improvement process to ensure we build from our previous baseline.</p> <p>Our ISO14001-Environmental certification is maintained across all locations and considers the environmental aspects locally and companywide.</p> <p>Regular IMS management assessments take place as well as a schedule of internal and external compliance audits and inspections which are completed annually. The goal of the audits is to identify and correct non-conformances and opportunities for improvement.</p> <p>The IMS contains:</p> <ul style="list-style-type: none"> <li>• ISO14001-Environmental</li> <li>• ISO22301-Business Continuity</li> <li>• ISO45001-Health and Safety</li> <li>• ISO27001-Information Security</li> <li>• Cyber Essentials</li> <li>• PCI-DSS</li> <li>• NHS-DSP</li> <li>• ISO9001-Quality</li> </ul> <p>Employees receive annual mandatory policy training across all areas of the IMS and review, acknowledge and agree to abide by current policies.</p>

# Climate Action

## Metrics and Targets

Setting metrics and targets is an important part of our sustainable business journey and we review our goals and commitments to identify ways our products, services and people can build a better, more responsible, and sustainable future. We believe there are opportunities to grow our business by applying our products and services to help solve important technological issues and reduce environmental risk. We employ a multi-faceted approach within Maintel to:

- Minimise the environmental impact of Maintel operations
- Improve energy efficiency of corporate infrastructure and systems
- Develop solutions that enable customers to lower their carbon footprint
- Work closely with suppliers to introduce beneficial process and technology changes

Data is collected manually and input to Maintel calculation tool set using UK Gov specific conversion factors. We report energy and greenhouse gas (GHG) emissions data using the following indicators:

Scope	Detail	Collected from	Calculation method
<b>Scope 1 – Gas</b>	Gas purchased for use in heating and hot water facilities in our offices	Supplier bills	Amount of gas purchased
<b>Scope 1 – Business mileage</b>	Mileage completed by employees in the course of their work activities in vehicles owned and operated by Maintel	Mileage and expenses system	Number of miles travelled by vehicle type
<b>Scope 2 – Purchased electricity</b>	Electricity purchased for use in heating and hot water facilities in our offices	Landlord invoices	Amount of electricity purchased
<b>Scope 3 – Purchased goods and Services</b>	All goods and services purchased by Maintel	Procurement	Average Data Method
<b>Scope 3 – Capital goods</b>	All capital goods purchased by Maintel	Finance	Average spend-based method
<b>Scope 3 – Upstream Transportation and Distribution</b>	Transportation and distribution of purchased products and inbound and outbound logistics	Distributor invoices	Spend-based method
<b>Scope 3 – Waste generated in operations</b>	Disposal and treatment of waste generated	Supplier annual certificate	Average-data method
<b>Scope 3 – Business Travel</b>	Business related transportation of employees in non-company owned vehicles	Mileage and expenses system	Distance-based method
<b>Scope 3 – Employee commuting</b>	Transportation of employees between their home location and office	HR records	Distance-based method
<b>Scope 3 – Use of sold products</b>	End use of goods and services sold	Cloud seat reports	Direct use-phase emissions
<b>Scope 3 – End of life treatment of sold products</b>	Waste disposal and treatment of products sold at the end of their life	Cloud seat reports	Waste type specific method

# Climate Action

Data collection methods and data available will improve over time. Identified improvements in data and data collection are recorded within the Improvement log for permanent change to be made to process, procedure, and policy with relevant risk update. These records reside in the Maintel Integrated Management System.

During 2022 we aligned our carbon reporting to our financial year from previously tax year stated arrangements and in accordance with our Carbon Reduction Policy and setting revised baseline standards we are reporting our updated financial year carbon emissions with the exclusion of the logistics warehouse and Haydock office following their closure.

We recalculate our baseline following any acquisitions, disposals, and changes in operational control. Data is determined by the date that the transaction in question is formally concluded. Our policy on reporting environmental data is to set a revised baseline to reflect acquisitions, disposals or change of control is;

- Acquisitions are built into the baseline using either actual or estimated data at the end of the first full year.
- Disposals are removed from the baseline at the end of the first year of disposal and reported in the next period.



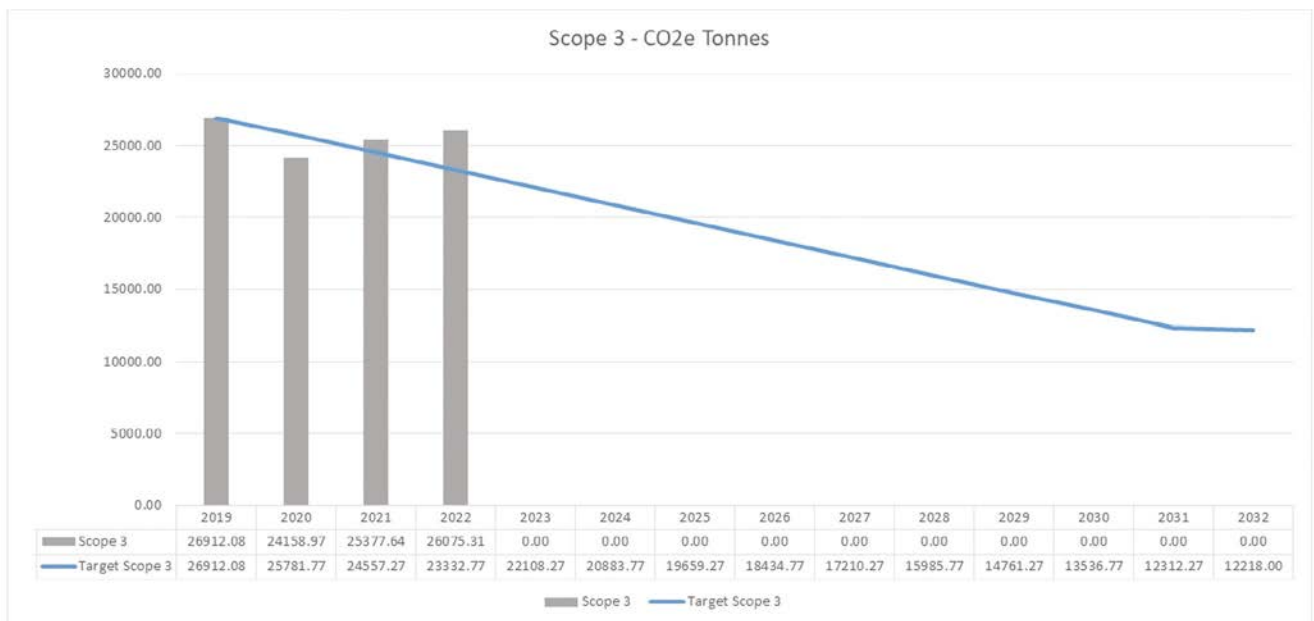
A 55% reduction in Scope 1 and Scope 2 use was recognised from 2021 to 2022 due to the opportunities recognised within Scope 1 and 2:

- Removal of gas from all offices
- Removal of fleet cars and introduction of employee salary sacrifice low emission vehicle scheme
- Monitoring and management of office electricity use

# Climate Action

Risks recognised within Scope 1 and 2:

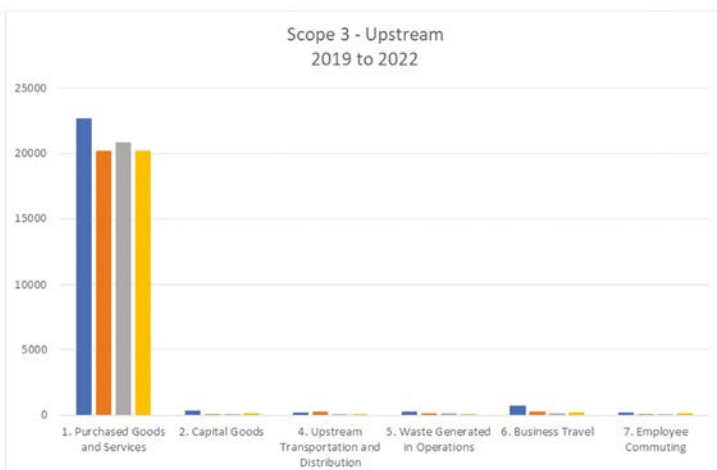
- Cost of carbon if future regulations implement carbon taxation increasing operational spend



Maintel recognises that the Scope 3 emissions are plotting above target and this is due to the measurement methods currently in use and additional equipment being included in use of sold product. Measurement methods used will continue to improve in accordance with the GHG protocol.

Scope 3 Purchased Goods and Services represent 77% of all Maintel Scope 3 emissions.

The following charts shows progress within each of the scope 3 areas:



## Climate Action

# Climate Action

### Maintel Forest

In addition to recording and reporting our GHG emissions and making our first TCFD aligned disclosure we continue to build the Maintel forest by planting trees in the UK and in areas of need around the world through Ecologi.

A mature tree can absorb up to 21.8kg of carbon dioxide (CO<sub>2</sub>) from the atmosphere each year (dependant on type of tree and age) meaning that trees have the potential to offset a significant amount of human-caused emissions and have a range of other benefits, particularly in cities and urban areas including;

- Improving air quality
- Alleviating the risk of flooding
- Boosting our wellbeing
- Creating habitats for wildlife

We exceeded our 2022 target of 6,000 trees by 61% growing the Maintel forest to 9,660 trees.

### Reforestation

To plant 6000 trees by growing our forest in line with cloud seat connections, waste recycling and employee gifting

Exceeded target by  
**61%**



The UK trees are planted by employee volunteers in conjunction with local Councils and charity organisations including Weybridge Borough Council, Burnley Council, Trees for Burnley, and Green Up Britain, all of which aim to improve local community facilities and rewild disused areas.

Throughout the year employees can gift a tree and receive a certificate of planting. In April Maintel planted a tree for every employee as part of World Earth Day celebrations.

We've increased our customer initiative "Trees for Cloud seats" from 1 to 25 trees for every 500 cloud seats a customer connects through us, at no cost to our customer.

As trees do not sequester carbon in large quantities until they are mature, we do not count our trees as contribution towards reducing Maintel carbon footprint however, when planting trees we also purchase verified carbon credits to assist in removing carbon from the atmosphere and positively impact the Sustainable Development Goals. In 2022 we purchased 62.5 tonnes of certified carbon credits which form part of a range of worldwide improvement projects.



#### Wind power generation in Bac Lieu Province, Vietnam

Generating 372,000 MWh of clean electricity annually

Solution type:  
**Renewables**



Your impact (tCO<sub>2</sub> reduced): **0.2**



#### Generating electricity from landfill gas in Brazil

Producing electricity from landfill gas in Brazil

Solution type:  
**Capture**



Your impact (tCO<sub>2</sub> reduced): **1.7**



#### High efficiency cookstoves in Tanzania

Distributing cleaner cookstoves to reduce emissions

Solution type:  
**Community**



Your impact (tCO<sub>2</sub> reduced): **2.8**



#### Rainforest protection in central Brazil

Protecting over 70,000 hectares of threatened rainforest

Solution type:  
**Forestry**

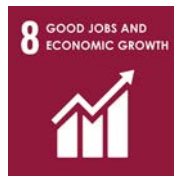


Your impact (tCO<sub>2</sub> reduced): **1.5**

# Climate Action

Our net zero target is based on long term reduction of our own emissions with offsetting only being utilised for hard to remove carbon activities. No offsetting against Maintel carbon footprint was completed in 2022 as we continue our reduction program.

Six of the seventeen Sustainable development goals, two of which are material to Maintel; 8 – Good jobs and Economic Growth and 13 – Climate Action, are positively impacted through the tree planting initiative and carbon credits with Ecologi.

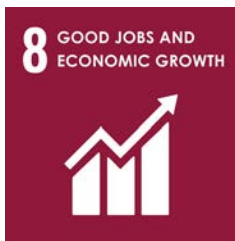


## Operating Responsibly

# Operating Responsibly

**We are committed to ensuring our business operates ethically, lawfully and with integrity as this is critical to our long-term success.**

This area of our report contains sections relating to key risks we face and details the controls we put in place to ensure our operating procedures meet regulatory requirements, our customer contractual arrangements, and our stakeholder expectations.



Our strategies have been aligned to the UN Global Sustainable development goals (SDGs) and embedded across our business. We identified three relevant SDGs to target but also work to positively impact other SDGs during our normal course of business.

### Supply chain integrity

We work with our supply chains to ensure integrity by managing various legal, social, ethical and environmental risks.

We encourage those who work directly with us to adopt sustainable business practices.

### Health and safety

Ensuring the people that work for us are healthy and safe is a strategic imperative.

We promote our approach by adhering to regulations and certifying to international standards. Contractual arrangements are in place which include safety practices of our employees, contractors, and suppliers.

### Bribery and corruption

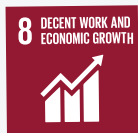
Maintel does not tolerate any form of bribery or corruption. We prefer to walk away from a business opportunity than engage in perceived or actual corruption. We maintain and train our policy throughout Maintel and onwards to our suppliers and contractors.

### Privacy and cyber security

Our strict governance and compliance controls ensure protection of our customers data. We respect their privacy and proactively manage security risks to ensure we remain within the regulatory framework and certify to international standards.

# Operating Responsibly

## Decent work and economic growth



*SDG goal 8 aims to provide opportunities for full and productive employment and decent work for all while eradicating forced labour, human trafficking, and child labour.*

Supply chains are complex. Maintel have more than 500 direct suppliers, and we rely on complex and multilayer supply chains in many cases with our direct suppliers often having multiple suppliers of their own, who in turn rely on multiple suppliers. Intermediaries are also involved in our supply chain such as distributors who are involved at various points. It is important that we take steps to ensure the integrity of our value chain by analysing and acting upon the various legal, social, ethical, and environmental risks that can be identified and we encourage our direct suppliers to adopt sustainable business practices and work with us to ensure safe and legal working practices and positive environmental impact.

Safety in our supply chain is critically important, our comprehensive measures are designed to ensure everyone who works for us does so in a safe and lawful way. We reinforce this culture across our supply chain through close working relationships and contractual arrangements to meet at least the same standards as Maintel.

We believe that engaging directly with suppliers through regular review and monitoring is one of the most effective ways of improving performance in our supply chain and work, where evidence of non-conformance is identified, with improvement processes to strengthen our interaction and working practices together.

### Bribery and corruption

Bribery and corruption are, unfortunately, a feature of corporate and public life in many countries across the world. It is widely accepted that corruption inhibits economic growth, damages businesses both financially and reputationally and may result in criminal or civil liability and penalties for organisations and individuals.

Maintel does not tolerate any form of bribery or corruption and is committed to operating responsibly and engaging with stakeholders to manage the social, environmental, and ethical impact of its activities in the different markets in which it operates. We have a clear policy that supports

our employees to make decisions in line with regulations and our stated position and is linked the policy to Maintel disciplinary procedures which, dependent on any infringement identified, may lead to dismissal.

Our policy provides guidance about what constitutes a bribe and prohibits the giving or receiving of any excessive or improper gifts and hospitality. All employees declare in the Maintel Register any hospitality given valued at more than £100 or individual gift valued at more than £100. The register is subject to regular review by the Audit and Risk committee.

### Modern slavery

As a responsible and ethical business, Maintel has zero-tolerance approach to all types of activities that pertain to slavery and human trafficking within our business and supply chain.

We are committed to ensuring that there is no modern slavery or human trafficking in our supply chains. Should Maintel be made aware of any such practice it acts immediately and decisively to highlight and remedy it. Our anti-slavery position reflects our commitment to acting ethically and with integrity in all our business relationships. This is supported by our policies on bribery and corruption, and whistleblowing and our Supplier Management program.

### Health and safety

Category	2020	2021	2022
Non-reportable Accidents	0	3	2
Near Misses	0	2	0
Fatalities (RIDDOR)	0	0	0
Specified Injuries (RIDDOR)	0	0	0
Over 7 days incapacitation (RIDDOR)	0	0	0
Incidences involving non-workers	0	0	0

No lost time incidents were recorded in the reporting period. Accidents recorded and fully investigated:

- Sub-contractor cut finger on light fitting
- Minor scald from Kitchen water boiler drip

# Operating Responsibly

Maintel has an excellent record of health and safety (H&S). We are committed to managing health and safety effectively to protect our employees and other persons with whom we interact because we recognise that we have not only a moral and legal duty but also that our employees are our greatest asset. Our commitment to safety does not differentiate between our employees, contractors, and suppliers and their onwards contractors. We want everyone to work in a safe and healthy way every day.

Our main health and safety advisor, "Worknest" provide us with competent person representation to work in conjunction with the Maintel Governance team who manage facilities and health and safety across Maintel. Worknest complete the annual regulatory and fire safety audit of each location, presenting a report for Board attention and identifying current and emerging risks for our improvement plan.

A fully inclusive and consultative approach to health and safety is embedded across our business with employees having open and confidential access to raise concerns and input improvement ideas and the safety committee meeting regularly throughout each year to review, update, and communicate appropriate amendments to health and safety risk and best practice awareness.

To underpin our H&S program we maintain International Standard ISO45001 – Health and Safety which is independently audited each year and forms part of our Integrated Management System.

Ensuring all employees have awareness of and understand their obligations within H&S they are required to undertake a mandatory annual review of Health and Safety policies and standards which includes acknowledgement of understanding and feedback mechanisms. Our communications and training surrounding H&S include:

- Annual policy and standards review
- Training for policy and standards at induction and on change of permanent location and job role
- Specific training for employees completing activities that are likely to encounter an increased risk, e.g., Working in confined spaces, working at height, asbestos awareness etc.
- Publication of policy and standard changes throughout the year

Accident and Near miss data is collected centrally through Maintel Facilities incident management system which is available for employees to access from the office or mobile devices. Accidents and near misses are recorded in the prescribed HSE format, reported where required, investigated and mitigated.

As we continue to develop our H&S Agile working practices which promote the importance of adhering to good practice in our homes as well as at Customer locations and our offices we have provided appropriate training through the learning management system with advice, examples of good and bad H&S practice and short awareness exam to confirm employee learning.

### Our policy standards prescribe that we:

- Bring our policy to the attention of all employees and communicate and consult with our employees on matters affecting their H&S
- Carry out regular review of risk assessments to identify proportionate and pragmatic solutions to reduce risk
- Comply with all relevant legal requirements
- Eliminate risks to H&S where possible through selection and design of materials, buildings, equipment, and processes
- Encourage employees to participate in H&S, identify and report hazards and contribute to improvement
- Ensure emergency procedures are in place at all locations for dealing with H&S issues
- Maintain our premises, plant, and equipment
- Only engage contractors that demonstrate due regard to H&S matters
- Provide adequate resources to control H&S risks arising from work activities
- Provide adequate training to all employees and ensure they are competent to complete tasks
- Provide an organisational structure that defines responsibilities for H&S
- Regularly monitor performance and revise policies, standards, and procedures

# Operating Responsibly

Our strategy focuses on the most significant risks identified:

- Business Journeys
- Supplier compliance

**Business journeys:** Travelling by road is challenging and mitigating risks poses additional concern as we have no direct ability to control external factors such as unsafe driving conditions or the actions of third parties on public roads. Traffic-related risk remain the greatest threat of harm daily. Employees are provided sensible training for safe road travel including:

- Ensuring risk assessments are completed
- Journeys are planned in advance wherever possible
- Not putting unreasonable time constraints on travel
- Establishing travel plans to limit the requirement for travel and make provisions for long journeys
- Confirm suitability of vehicle

Drivers, Managers and Maintel all have responsibilities within the Driving for Work standard to ensure risk is reduced, knowledge is maintained, and vehicles meet minimum evidenced standards.

No work-related driving accidents were reported throughout the year as travel is now reduced due to agile working and ability to remotely service customer equipment.

**Supplier compliance:** Our suppliers and sub-contractors are bound by contractual arrangements to meet minimum regulatory health and safety standards and abide by our overarching policy.

We consider the management and control of suppliers to be significant because much of the work relating to identified risks is undertaken by our suppliers and sub-contractors.

The effective management of risk starts at the top of all organisations and so that we are clear about our safety expectations we on-board all suppliers and complete initial risk assessment, communicate clearly about expectations, practices, and reporting mechanisms for hazards, near misses and accidents and include relevant terms in our contracts.

Each critical supplier is regularly reviewed and assessed throughout the contracted period and where necessary, improvement plans initiated and managed by Maintel

to raise supplier awareness, increase competence, and maintain safe working environments.

Where required Maintel will terminate suppliers where safe working practices are not being maintained.

## Supply chain management

We centrally manage the provision of new suppliers through Procurement which supports the needs of our whole business and manage critical supplier reviews within our Governance department.

A supplier cannot be engaged without the full on-boarding process and risk assessment being undertaken by Maintel Procurement. This process is designed to provide an objective and consistent approach to supplier on-boarding prior to the ongoing management of critical suppliers through the Governance and Product areas. Centralising the management of our suppliers makes it easier for us to monitor, manage and improve supplier performance.

We have relationships with international, national, and local suppliers. Our support for local businesses has a positive impact on communities local to our offices through providing employment near to our operating locations, this is usually for internal facilities such as stationery and uniform supplies, employee welfare and incentives or gifts and specialist requirements.

Monitoring our supplier's compliance against our standards is a complex activity and can be challenging because of the multiple suppliers and their onward suppliers. The level of influence we have over businesses in our supply chain varies significantly and we concentrate on the management of our critical suppliers that we have direct contractual arrangements with, and impact would be felt most by our customers and our business. Many of our critical suppliers are recognised brands with proven processes in place to ensure high standards and are engaged in their own sustainable business practices.

Some of the highest-level risks along the supply chain in the communications industry include injury to people working operationally in the field, corruption, and human rights abuse in the mining of metals and minerals.

Our integrated management system and robust operating procedures seek to ensure that our suppliers meet our mandatory ethical, workforce and environmental standards. We expect all suppliers to follow our code of conduct and uphold lawful business

## Operating Responsibly

# Operating Responsibly

principles. Suppliers are responsible for managing risks within their organisations and understand that we expect them to hold their own suppliers accountable to the same, high standards.

Our code of conduct requires all our suppliers to ensure that their suppliers also have equivalent policies, processes, and verification in place to manage risk and ensure compliance with their own supply chain policies and standards.

## Industry, Innovation, and Infrastructure



**SDG goal 9 focusses on the promotion of infrastructure development, industrialisation, and innovation. This can be accomplished through enhanced international and domestic financial, technological, and technical support, research and innovation and increased access to information and communication technology.**

Providing communications services requires significant amounts of electricity. Every additional connected device and gigabyte of data transmitted or stored represents a potential increase in energy needs.

While the emissions from ICT companies are growing, particularly as services are centralised, they can also make a significant contribution to the reduction of emissions arising from their customers' operations. This year we focussed on the provision of products and services to assist our customers in identifying where they are able to reduce carbon and recycle.

### Carbon estimator

Regulations are driving organisations to look at their carbon emissions, as part of a wider sustainability push. Telephony systems carbon footprint form part of the analysis to assist in meeting net zero targets.



Our free to use tool assists prospects and customers to estimate telephony equipment emissions and compare their current on premises telephony system with a cloud-based solution and demonstrate where a migration to cloud could result in lower carbon emissions.

### IT Asset Destruction (ITAD)

Electronic waste contains an extraordinary amount of precious and hazardous materials, many of which are in short supply. Minerals such as gold, nickel and lithium are used in many electronic applications including chipset and battery production. IT Asset Disposal (ITAD) is the process of disposing of old, unwanted, or broken electronic equipment in a secure and environmentally friendly way to reduce environmental impact, reduce the threat of data breaches and reduce the risk of non-compliance.

Whatever hardware-based technology is being upgraded with Maintel, our secure and zero-to-landfill approach can be incorporated in project plans making it easy to support customer scope 2 emission reduction plans by responsibly disposing of old equipment and moving to more carbon efficient installations.

### Refurbished mobile handsets

Customers refresh their mobile devices on a regular basis to keep up to date with latest features. Maintel introduced refurbished handsets to assist customers in meeting current security protection and save both money and carbon footprint.



**81%**

less environmental impact per person!



**c.20%**

Cheaper vs new



**1 year**

warranty & 6 month swap out

Each second life refurbished handset assists customers in saving approx. 55.5kg CO2e per employee.

# Operating Responsibly

## Peace, justice, and strong institutions



SDG goal 16 envisages peaceful and inclusive societies based on respect for human rights, the rule of law, good governance at all levels, and transparent, effective, and accountable institutions.

Our environmental section provides details of our risk management strategy and policy, but our framework is not just for environmental aspects, all types of risk

are reviewed across our business at a strategic and operational level with employees being able to input to the operational risk register.

The Maintel Risk Management team assists the Board to fulfil responsibilities with regards to Risk Management and policy compliance with regular reviews and output presented to the Board and Audit and Risk committee with key actions documented within the Integrated Management System. Key risk categories and mitigation measures:

### Risk

### Response

#### Business acquisition and integration

When we acquire another business, we risk inheriting its potential bribery and corruption risks. These have the potential to persist if they are not identified promptly and immediately addressed.

A thorough due diligence process is completed for any proposed acquisition and considers any past or current bribery processes and performance. Issues identified are reviewed and assessed prior to acquisition and Maintel bribery program initiated following acquisition

#### Suppliers and third parties

We work with over 500 Suppliers, Partners, and Sub-Contractors. There is an inherent risk of improper conduct when third-party services are procured and delivered.

Our suppliers and Third Parties, through contractual arrangements, must comply with, amongst other policies, our bribery and corruption policy. We screen all suppliers and third parties during on-boarding and ensure they understand our policies. Suppliers and third parties are regularly reviewed based on risk category throughout the period of the contract.

#### Retaining and winning new business

Maintel actively seeks direct award and award through tender for new business and renewal of existing business. There is a risk that improper inducement to win or retain existing business may occur.

In addition to contractual arrangements with existing customers which include our bribery and corruption position, we provide mandatory training for all employees and record and monitor a register to ensure inappropriate offers are neither accepted or extended by our employees.

In addition to risk management our CEO oversees work to prevent bribery and corruption throughout Maintel and is supported by the Executive Management Team and Audit and Risk Committee.

All employees are provided regular bribery and corruption training and are expected, as a minimum to adhere to Maintel standards which include;

- Ensuring the On-boarding process and due diligence is completed for suppliers and business partners prior to engaging in contractual arrangements

- Complete training provided on at least a bi-annual basis
- Entries to Maintel Register are fully declared within set timescales.

Adherence to policy is monitored through internal and external annual audits aligned to our ISO9001 – Quality International certification.



## Operating Responsibly

# Operating Responsibly

### Suppliers

We expect our suppliers to monitor their compliance to our code of conduct which is linked to contractual arrangements and address any failures immediately.

Our approach to monitoring is determined by the nature of the risks and the activities involved. In general, our critical suppliers are required to complete a self-assessment on an annual basis through completion of a questionnaire and rated for risk by Maintel with associated improvement plans completed in timescales set.

### Payment practices

Maintel payment terms take into consideration the size of supplier, the contractual arrangements and the nature of service or products provided. We have suppliers ranging from small and medium-sized enterprises to global organisations.

In general, payment terms are 60 days from receipt of invoice.

### Privacy and Cyber security

Each year we see increase in world-wide cyber-attacks and the complexity of those attacks. Maintel consider privacy and information security as a top priority for customer confidence, legal, regulatory, and contractual compliance, and the protection of the Maintel brand.

Our commitment to privacy and information security is a vital part of our responsibility to customers and is central to our Information Security Policy that everyone who works for us and on our behalf must follow.

We believe that everyone has a right to privacy across our customers, employees and wider stakeholder groups and apply a companywide approach to managing privacy.

Respecting individuals' privacy is essential to maintaining trust in our business. Managing privacy risks effectively and ensuring compliance to regulation is at the core of our approach.

Our privacy program governs how we collect, use, and manage personal data to make sure we respect confidentiality and any choices that have been made regarding the use of personal data. Three main policies exist that contain our framework for privacy.

- **Information security policy:** A framework describing our approach, defining roles and responsibilities, detailing business context and alignment to business objectives, definition, and strategy. The framework contains multiple, detailed individual policy standards.
- **Risk Management Policy:** Sets out the resources and controls that must be in place within all areas of our business and how Maintel reviews, mitigates, minimises, and reports risk at all levels.
- **Employee privacy policy:** Addresses specific controls, handling, and classification of all data.

### Outlining our approach to privacy:

Our privacy approach is governed by compliance to relevant data protection regulations and respect for individuals' rights and freedoms.

**Accountability:** The overall responsibility rests at the highest management level – our CEO is responsible for ensuring compliance with regulations, assisted directly by the CTO and ESG Strategy & Compliance Director.

At departmental level implementation of policies and procedures resides with departmental leads.

A cross functional group meets regularly to review and report risk and privacy aspects, objectives and key performance indicator progress.

**Assurance:** Maintel has successfully held ISO27001– Information Security for 10 years, has aligned to ISO27701–Privacy Information Management and achieved ISO22301–Business Continuity in 2022.

ISO27001 and ISO22301 are subject to regular internal audits and UKAS accredited external.

 <p><b>Privacy by design</b> Incorporate and test privacy and security in products and services</p>	 <p><b>Limit collection</b> Minimum information to achieve requirements</p>	 <p><b>Secure data</b> Technical and organisational controls and assurance</p>
 <p><b>Respect rights and freedoms</b> Ease of access to choices and clear privacy notices</p>	 <p><b>No unauthorised disclosures</b> It's private, keep it that way</p>	 <p><b>Protect confidentiality</b> Classify and handle information within guidelines</p>

# Operating Responsibly

**Transparency:** Our privacy notices and communication provide straightforward, easy to understand information for our customers and employees.

**Engagement:** We actively engage with key stakeholders including customers, partners, suppliers and local communities to share our best practices with others and learn from key stakeholder activities.

We use a combination of fixed, mobile, cloud and hosted services to provide reliable and secure products and services to our customers and manage our internal business.

Our approach to cyber and information security within our integrated management system ensures our processes, procedures and people safeguard our company and customer information. Our cyber and information security controls are integrated by design.

Risk management is central to our approach and is fundamental in maintaining the security of our business and services. We assess business strategy, new products and services, regulations and cyber threats including horizon scanning.

Regular reviews of risk are completed throughout Maintel, and mitigations implemented to reduce the risk to an acceptable level or, wherever possible, eliminate the risk. Emerging and classified very high and high risks are immediately reflected onto the corporate risk register and reported regularly to the Audit and Risk committee.

Continual monitoring and improvement are key to maintain safe and secure working, for us and our customers. Our vision is a secure cyber future for all which is why we employ specialists within our Security Operations Centre (SOC).

Our SOC are fully involved in the review and monitoring of all aspects of cyber and information security and detection and response to cyber threats and our infrastructure is independently tested by a third party, at least annually, to ensure effectiveness and conformity to our range of security accreditations.

To aid our privacy and cyber security aspects we maintain best practice throughout the company and hold externally audited certifications including, Cyber Essentials, ISO27001-Information Security,

ISO22301-Business Continuity and a limited scope for the Payment Card Industry Data Security Standard (PCI-DSS).



An important part of cyber and information security is the knowledge and actions undertaken by our employees. To ensure best practice is embedded we regularly run our Employee Security Awareness program which include

- Training at induction and role change
- Annual, mandatory review of Information Security policies and procedures, acknowledgement of understanding and agreement to abide by the policies and procedures in place.
- Update of technical employees' certifications with additional training for employees working within the Cardholder Data Environment
- Regular security awareness communication with updates provided on key themes throughout the year by the Information Technology department.

## Cyber controls

As attacks become more advanced and widespread it is essential that we continue to develop our capability to detect and protect against threats and attacks. Active controls include:

**Risk management:** Understanding, reviewing, and reporting the risks and threats associated to information assets in accordance with the Risk Management Policy.

**Perimeter controls:** Maintaining devices designed to prevent unauthorised access to and from our networks which includes boundary firewalls and internet gateways.

**Secure configuration:** Ensuring systems are configured in the most secure and up to date way and standardised to meet our customer and business needs.

**Access control:** Maintaining role-based access control with least access as the default.

**Malware protection:** Latest virus and malware protection installed.

**Patch management:** The latest supported versions of applications are used, and all necessary patches applied.

## Operating Responsibly

# Operating Responsibly

Our approach is underpinned by a range of standards which are in place to ensure confidentiality, integrity and availability of information and meet regulatory standards.

**Acceptable usage:** Rules and user responsibilities for the acceptable use of Maintel corporate and ICON Network, Email and Internet

**Access control:** Mechanisms in place to assure all systems have secure access controls maintained

**Agile working:** Provision of equipment and authorisation to utilise and access Maintel systems during remote activity

**Back up:** The approach to our robust regime encompassing all equipment

**Bring Your Own Device (BYOD):** Requirements and acceptable criteria for employees to use their own devices

**Capacity and storage management:** How we plan and manage systems and infrastructure within defined thresholds

**Change management:** Mechanisms in place to ensure safe, secure and tested changes

**Clear desk and clear screen:** Employee requirements to secure information

**Client site working:** Information security requirement, including personal conduct and H&S

**Communications:** How, what and to who we communicate with internally and externally

**Configuration management:** Security requirements for internal and deployed equipment

**Critical monitoring:** Rules and guidelines for monitoring equipment and controlled environments

**Cryptographic management:** The controls surrounding the security of information

**Data protection and Cookies:** Requirements of Maintel and all employees surrounding personal information

**Exchange of information:** How we communicate externally and the rules surrounding when information can be shared.

**Information classification:** How documentation, electronic information and hardware is classified – Restricted, Confidential and Public

**Information security incident:** Categorisation, reporting mechanisms, investigation, and risk management of suspected or actual incidents

**Legal and regulatory compliance:** Management of legislative updates that relate to Maintel

**Management of technical vulnerabilities:** Sets the scope for managing and preventing potential vulnerabilities

**Mobile equipment:** Responsibilities of employees using mobile devices

**Network management:** Effective monitoring and measuring of networks to provide reliability and efficiency

**Passwords:** The rules in place over length, complexity, and regularity of update

**Removable media:** Standards for secure use

**Physical security:** Mechanisms in place to maintain integrity of all locations

**Retention and destruction:** Equipment, records and documents permanent destruction, return and secure retention

**Risk management:** Framework for ensuring consistency in approach to identification, assessment, mitigation and reporting

**Secure development:** Guidelines for safely developing software and scripts

**Social media:** Rules for working more effectively and dispute-free

**Sustainable procurement and supplier management:** How Maintel approach, and the criteria for, supplier evaluation and sustainable procurement

**Staff vetting and exit:** Requirements for new employee provision and mechanisms for leavers return of equipment and revoking access rights

# Our People

## Understanding our people

It is imperative that we understand what our people think about working for Maintel for us to flex our approach and ensure that each member of our team benefits from working at Maintel. Committed and happy people are more productive and offer customers a higher level of satisfaction.

Each year we undertake an all-employee survey to help measure success against our business strategy and understand if employee engagement has met expectations.

We target ourselves on achieving a high number of returns and provide a charity donation based on the number of surveys completed, this year we achieved a 91% return rate and donated £894 to The Samaritans, our employee nominated charity for 2022.

### Good range of benefits



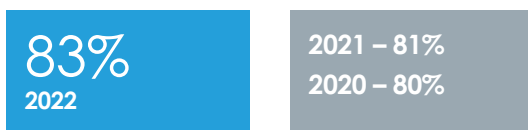
### Survey Completion



### Committed to their team



### Great Place to work



## Employee retention

Having a well-trained and productive workforce provides stability throughout Maintel. We target ourselves on having less than 15% voluntary attrition each year.

### Voluntary attrition



Our target reflects the knowledge that some employee turnover is healthy as changes to skills required and types of technology occur. Overall Maintel has a very stable core of employees.

## Employee benefits

Alongside the Wellbeing program we continue to identify appropriate benefits to enhance our existing multi-dimensional benefits package and launched a new, no cost to employee benefit for all employees.

- **Health Cash Plan:** Providing cash for those times when you might need it from Glasses and Contact lenses, hygienist and dentist, seeing a Chiropractor or Physiotherapist, discounted gym membership, 24x7 help line, prescription delivery and much more.
- **Financial Wellbeing Support:** through our Banking Partner HSBC we secured financial wellbeing support with a selection of webinars, assistance lines and 1-2-1 personal financial health check.

## Our People

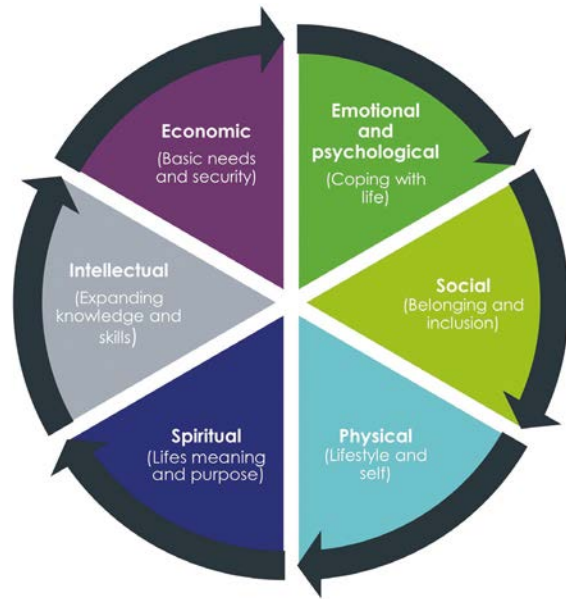
# Our People

### Engaging employees with our policies

All employees and everyone who works with us makes a formal commitment to adhere to our policies, procedures, and code of conduct. We regularly refresh and communicate updates to our policies and ensure that at least once a year, all employees review, confirm understanding and agree to abide by the policies, standard and codes in place.

Our teams can directly input to policy improvement through line management, elected employee representatives and directly to HR or to members of the Senior and Executive Management team.

Our employee induction program includes training and time to read and understand the policies particularly Health and Safety, Information Security, Business Continuity, Environment and Quality.



### Employee wellbeing

Assisting our employees to find a work life balance, stay safe, fit, and healthy is a priority for us as wellbeing contributes to productivity across our business.

Our Wellbeing Ambassadors each complete 12 weeks of formal Recalibrate Wellbeing and Ambassador training and champion the key elements of wellbeing.

The Wellbeing program sets out to achieve optimal wellbeing for all employees within a fully inclusive program. Our program includes a range of tools and resources that all employees have available including:

- **Wellbeing portal:** Companywide communications portal providing a range of health, wellbeing and lifestyle tools and resources.
- **Individual support:** One to one confidential access to our ambassadors for individual support and discussion with a link to our formal employee counselling service.
- **Check in and Chat:** Monthly sessions to meet new colleagues, catch up with old and review ideas.
- **Charity calendar:** A range of events and collections organised to bring together employees and the wider community.

- Brew Monday
- Book lovers day
- Jubilee Celebrations
- Exercise sessions
- Nutritional Easting
- Mental health awareness
- Stress awareness
- Donut day
- Espresso day
- Christmas Jumper Day



# Our People

## Managing change and reorganisation

Technology changes at a pace and our industry is always evolving. Maintel continue to respond to the changing world to remain sustainable and take advantage of new opportunities and challenges that may arise.

Our customers demand an agile, responsive, and consistent relationship with us, which means that we need to maintain an organisational model that strengthens coordination and synergies between our teams and operating departments. We continue to invest in strengthening our business model to protect our capacity to invest and implement designs for a more competitive organisation.

When we identify the need to reorganise part of our business, we consult with our employee representative group directly to fully understand and discuss the implications of our plans and the options that are available to those individuals that are potentially affected.

Proposed changes are communicated clearly to the relevant teams, to our elected employee representatives and (where appropriate) one-to-one meetings led by line managers and human resources business partners. Our managers and human resources business partners work closely with teams to support them through changes and answer any questions employees may have.

Where proposed ultimately changes result in redundancies we aim to help the affected employees obtain new jobs, either by identifying other opportunities within Maintel that are suitable for their skill set or by providing support and guidance for the process of CV writing, identifying where suitable jobs may be found and interview techniques.

All reorganisations are conducted in compliance with legislation.

## Appendix

# Appendix

## Managing and reporting on sustainable business

### Scope of reporting

Performance data included within this report relates to Maintel Holdings Plc and its subsidiaries.

No performance data is excluded from the scope of this report.

### Materiality

A materiality assessment helps us identify and prioritise issues that matter most to our stakeholders and our business.

We complete the survey every two years, the latest being completed in July 2021.

The assessment contains a wide range of internal and external participants with the results being used to identify material aspects that meet two conditions;

- It impacts our business significantly in terms of growth, cost or risk
- Its importance to our stakeholders

The material topics identified are prioritised within our strategies with the latest copy of the materiality report being available on the Maintel website.

## Standards and guidance

Our methodology has been developed using the following guidance and standards.

- GHG Protocol Corporate accounting standard and guidance
- CDP guidance
- Taskforce for Climate-related financial disclosures (TCFD)

# Appendix

## Key indicator progress

All indicators are agreed by the Maintel Board prior to publication and tracked through the Governance area of our business.

	2020 Achievement	2021 Achievement	2022 Achievement
<b>Quality education</b>			
Apprenticeships Targets: 14 x 2022, 18 x 2023 and 24 x 2024	0	10	18
<b>Gender equality</b>			
40% of Senior Managers to be women by 2025	31.58%	27.78%	31.58%
40% of all employees to be women by 2030	28.76%	29.75%	30.53%
Minimum 1 x Board position to be female	1	1	1
<b>Climate Action</b>			
To verify science-based target through SBTi by end Q1 2023	N/A	Committed	Verification submitted December 2022
Reduce direct emissions by 63% from 2019 base line by 2032 (2019 = 222.79 CO2e tonnes) - Scope 1 & 2	114.84	78.75	42.26
25 trees for every 500 cloud seats connected Minimum 6,000 trees in 2022 and 18,000 in 2023	N/A	150	9660
<b>Operating Responsibly</b>			
Customer Satisfaction (CSAT): 4.5 out of 5.00	4.27	4.40	4.72
Customer Loyalty Net promoter score (NPS) 50%	41.6%	41.99%	52.75%
CSR Rating: Obtain Eco Vadis Platinum rating by end 2023	Silver	Gold	Gold
Adherence to relevant regulatory and legislative requirements identified through £0 (zero) fines	£0	£0	£0
Reportable accidents	0	0	0
Fatalities	0	0	0
Employee voluntary attrition below 15%	5.6%	9.7%	9.65%
Employees good place to work recommendation	80%	81%	83%

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**maintel** 

Maintel Holdings Plc  
160 Blackfriars Road  
London SE1 8EZ  
[www.maintel.co.uk](http://www.maintel.co.uk)