



Environment, Social and Governance Impact Report

1st March 2021 – 28th February 2022

transparency

transformation • partnership • clarity

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About this Report

We are proud to share Transparency Solutions' (Transparency) first Environmental, Social and Governance (ESG) Impact report for 2021. This report documents Transparency's sustainability journey to date and demonstrates our commitment to building a more sustainable future for the planet and its people. We take an integrated approach to our sustainability commitments, implementing ESG best practice across our business operations to positively influence our people, customers and communities while minimising our environmental impact. The information disclosed in this report covers the period between 1 March 2021 and 28 February 2022 and has been compiled in accordance with our corporate governance programme.

About Transparency

Founded in 2015 and a Microsoft Gold Partner, Transparency are a Microsoft pureplay technology partner at the forefront of the latest technology.

We have one simple goal: to work in partnership with our clients to ensure that their investment in the Cloud truly makes a difference to their business.

This is underpinned by the dedication and technical knowledge to deliver solutions based on what will work best for each organisation and users, moving them away from old technology and old thinking into the new digital age. We work with our customers through careful consultation to strategise, design, and deliver solutions that streamline efficiencies, improve communications, enhance collaboration, and empower

our customers' workforce.

Our technical expertise is just one part of what makes Transparency great. Transparency stands for "transformation, partnership and clarity", and we pride ourselves on the ability to work to enable business transformation.

To fast track our growth and offer our customers even more, we've acquired two businesses in the past 12 months -- AMT Evolve, a leader in the SharePoint space and Ballard Chalmers, a team of exceptional software developers.

A year in highlights

Wellbeing Wednesday has taken place

50 times with 600 participations

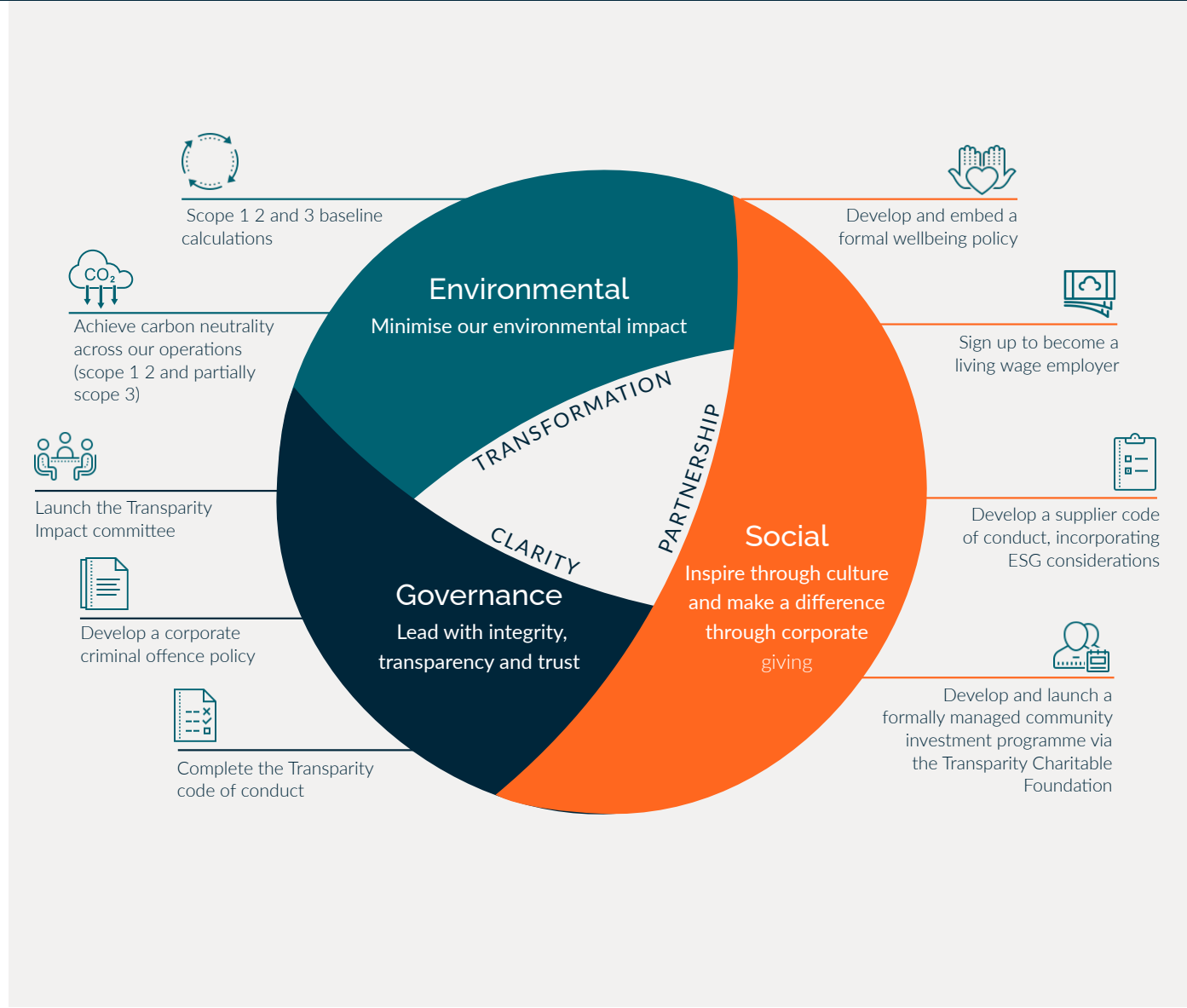
We have
8 apprentices
working with us as they advance their careers in the tech industry

£30,000
raised for **Action for Children**

2* outstanding rating from **'Best Companies'** for 2021

Aligned ourselves with
5 UNSDGs

Set ourselves **9 ESG**
objectives for the coming year



Letter from our CEO David Jobbins

In 2021, business leaders faced more challenges than ever – from the pandemic to social and geopolitical unrest, climate-driven natural disasters, supply chain pressures, and shifting economic conditions. As a result, Transparity pivoted to respond to these challenges – moving to operate as a virtual-first company.

Our virtual first, ‘Winning from Anywhere’ approach, has not only helped to keep our people safe but has provided the much-needed flexibility that is a consequence of hybrid working. However, we do recognise the importance of offering teams places to gather and collaborate, so we are keeping our offices open as meeting hubs for those times when it is necessary for our people to come together to share ideas and connect during the year.

We continued to prioritise the health and wellbeing of our people – ensuring that we promoted health benefits widely and conducting ‘Wellbeing Wednesday’ as well as making sure that employees were aware of our Employee Assistance Programme. I am also delighted that £30,000 was raised for Action for Children over the year and that the same amount is destined for The Woodland Trust.

We remain committed to improving continuously in our approach to embedding environmental, social and governance activities (ESG) and are delighted to be reporting on our activities for the first time this year. As ever, there is always more to be done, and we look forward to continued success for our people, clients, partners, as well as the stakeholders and communities in which we operate.



Priorities and stakeholders

Our Mission

To be the most respected Microsoft Partner.

Our Vision

Through outstanding people and a culture that differentiates us, we deliver exceptional customer experiences to a safer, cleaner cloud.

Our Values

Transformation: We embrace opportunities to learn and grow so we can be experts and enable innovation and enable change for our customer journeys to a cleaner cloud.

Partnership: We respect everyone as equal and support and challenge each other to enable us to operate in total partnership with our customers and Microsoft alike.

Clarity: We know our mission, and how we play our part in achieving this, as together we strive for a safe, inclusive, entrepreneurial and successful environment, being transparent in everything that we do.

Building the right culture

At Transparency, we strive to create a strong, inclusive culture where everyone feels valued and has a say. This is not only because we truly care about each team member but also because we believe that company culture directly links to the quality of the services we provide for our customers.

When our people are thriving and feel that what they do makes a difference, this, in turn, leads to better digital transformation outcomes for the organisations we partner with.

Above all else, Transparency recruits with culture fit in mind. And thanks to our reputation in the industry, we continue to attract the very best in tech talent who are passionate about delivering Microsoft Cloud solutions for our customers.

Our Priorities – the 3C's

Culture: Measured by employee experience pulse surveys

Customer: Measured by customer experience NPS >80%

Commercial: Measured by personal productivity targets against business plan



Contributing to the United Nations Sustainable Development Goals

The Sustainable Development Goals (SDGs), or global 'goals', are a collection of 17 interlinked targets designed to be a "blueprint for achieving a better and more sustainable future for all." The United Nations General Assembly established the SDGs in 2015 with an achievement deadline of 2030. We have prioritised five SDGs where we are positioned to have the most significant impact and will incorporate measurable targets into how our actions contribute toward fulfilling the Goals.



SUSTAINABLE DEVELOPMENT GOALS

GOAL 13: Climate Action

Take urgent action to combat climate change and its impacts

We are committed to climate action. We will prioritise calculating our scope 3 carbon emissions by 2023 and urging our landlords to ensure electricity used in our offices is from renewable sources

Our partnership with The Woodland Trust means that Transparity will directly contribute to planting more trees and protecting tracts of forest land

GOAL 9: Industry, Innovation and Infrastructure

Build resilient infrastructure, promote sustainable industrialisation and foster innovation

We are proud that the IT solutions we offer provide a genuine route towards sustainability and carbon reduction. We are adamant that our solutions be used for good and will not work with organisations that do not share our values

GOAL 1: No Poverty

End poverty in all its forms everywhere

We are dedicated to making a difference to improve the lives of people in the communities in which we operate. Through our work with Action for Children, our charitable donations will support families and children who live below the poverty line

GOAL 5: Gender Equality

Achieve gender equality and empower all women and girls

We are committed to equality and diversity at Transparity. We are determined that our people should reach their full potential and will continue to ensure we recruit women at all levels of the business to promote gender equality. We will actively seek to promote a woman to the Board

GOAL 8: Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

We will continue to invest in our people – ensuring employees have access to the digital skills training they need as well as advancing our apprenticeship offer. Furthermore, we will become signatories to the Living Wage Employer scheme



Engaging with our stakeholders

We can only achieve our corporate objectives if we work in partnership with our stakeholders. This involves a two-way dialogue:

- What is important to them from an ESG perspective
- How can we help them achieve these aims

CLIENTS: Transparency recognises that our clients are our priority stakeholder group. As a company, we are dedicated to delivering high-quality consultancy services through impactful, technologically advanced projects. Our clients want to know that we protect and care for the environment as much as they do.

EMPLOYEES: Our employees are the lifeblood of Transparency. Our team proudly deliver innovative, efficient and high-quality consultancy services for our clients. They have chosen Transparency to pursue their careers and develop their knowledge. Our employees want to be sure that Transparency is delivering on its sustainability commitments internally.

COMMUNITIES: Transparency recruits from communities across the UK and indeed from the rest of the world. Our clients are drawn from these same communities, and, as such, we are intricately connected. We recognise that we have the resources available to help communities in difficult times.

INVESTORS: In 2020, Beech Tree Private Equity invested in Transparency to support our growth ambitions. Our new partners provide capital as we expand our reach and capabilities, and, as experienced business owners, they offer sound advice and guidance within ESG, an area in which they are just as passionate as us.

Spotlight: Microsoft Partner Pledge

We have become proud signatories of the Microsoft Partner Pledge because we agree that these priorities make good business sense and are fundamentally the right thing to do. By signing up for the pledge, we are committed to aligning with Microsoft's vision about the role of powerfully transformative technology and its potential for good.



Digital Skills

Helping the UK prepare for the challenges of the Fourth Industrial Revolution through Microsoft's Digital Skills programme.



Apprenticeships

Joining our efforts to create more apprenticeships in the UK.



Diversity

Improving the diversity of the UK technology workforce through the Tech Talent Charter.



Responsible and Ethical AI

Ensuring Artificial Intelligence is developed and implemented in responsible and ethical ways, as we set out in AI for good and Future Computed.



Sustainability

Our commitment to sustainability and reducing your carbon footprint.

Leading with ethics and integrity

Our targets



Develop a Corporate Criminal Offence policy



Complete the Transparency Code of Conduct

Our comprehensive governance framework is positioned to ensure that we operate to integrate transparency, accountability, compliance focus and risk management into our business operations.

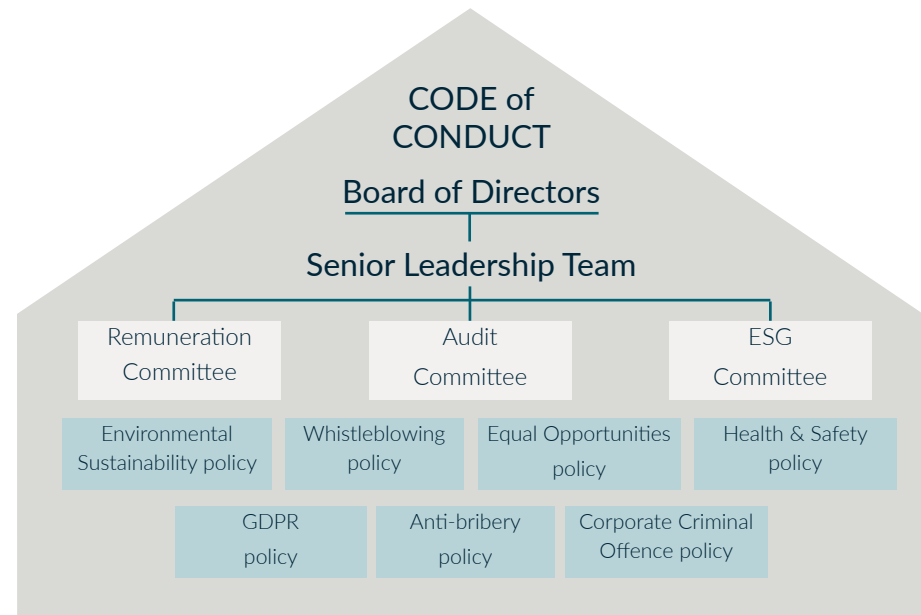
Our values of Transformation, Partnership and Clarity are embedded into our culture and our governance systems. We are in the process of developing our Code of Conduct (CoC) which will convey our corporate spirit and standards for business ethics. Our Board of Directors and all employees will be expected to adhere to the standards set forth within the CoC.

Key elements of our Governance Framework

Ethical conduct and fair dealing	Respect for personal privacy and dignity	Protection of confidential information
Compliance with laws, rules and regulations	Protection of confidential information	Conflict of interest
Anti-bribery and corruption	Health & Safety	Environmental protection
Environmental conservation	Whistleblowing	Corporate Criminal Offence

Our governance framework

Once formally in place, our CoC will form the foundation of our governance framework. This framework is supported by policies laid down by the Board. Our governance framework ensures strict adherence to regulatory requirements across our business activities.



Our Board of Directors

Our Board of Directors and Senior Leadership Team work together to set the tone at Transparency, conducting themselves with the highest levels of professionalism and integrity. We regularly examine our governance performance, approaches and tools to ensure Transparency is positioned for success.

The members of the Board comprise the Chief Executive Officer (CEO), two representatives from Beech Tree Private Equity, and senior leaders from Transparency, including the Chief Commercial Officer, Chief Financial Officer, Chief Technology Officer, Chief Partner Officer, and the Chief People and Culture Officer.

The Board, which formally meets ten times a year, is collectively responsible for ensuring the company's strategic development, viability, and long-term success, together with our people's well-being, health and safety, and environmental impact.

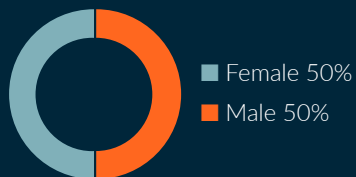
The Audit Committee meets annually to receive the Audit Findings Report prepared by the appointed auditors. In addition, the Remuneration Committee meets as required to approve proposals regarding reward packages provided to employees.

Senior Leadership Team

The Senior Leadership Team (SLT) are delegated by the Board to deliver the company strategy as well as day-to-day activities and managing the operations and resources of the company. Meeting every two weeks, the SLT comprises six operational Heads of Department and is equally split between men and women.

Key responsibilities include upholding regulatory or legislative obligations, reviewing compliance against internal systems and relevant external standards, and prioritising action and directing resources to manage organisational risk.

SLT Gender



Impact Committee

Our target



Launch the Transparency Impact Committee

Our Sustainability Committee will be formed on the back of this report. It will meet four times a year and report to the Board. Headed up by Neil Tune, our Chief People and Culture Officer, it will also comprise our leadership team members from across the business, including operations, procurement, IT, and marketing. The Committee will hold overall responsibility for overseeing sustainability and driving ESG progress at Transparency, and delivering our key ESG objectives set out in this report.

Anti-Bribery and Corruption

Transparency has a clear Anti-bribery policy that governs our business practices and supply chain. This policy applies to all individuals working for us or on our behalf in any capacity, including employees at all levels, directors, officers, agency workers, seconded workers, volunteers, interns, agents, contractors, external consultants, third-party representatives and business partners. In addition, all parties must comply with applicable laws relating to anti-bribery and corruption, including but not limited to, the Bribery Act 2010.

Whistleblowing

Transparency's whistleblower policy is intended to encourage employees to report confidentially and anonymously, without fear of retaliation, any suspected or actual financial, ethical or legal impropriety by their colleagues, management, customers or other partners. Matters of concern may include bribery, fraud or criminal activity, facilitation of tax evasion, miscarriage of justice, damage to the environment and any breach of legal or professional obligations. Concerns may be discussed with the Head of People and Culture in the first instance or via an external party for which contact details are provided in the staff handbook.

Supply Chain

Our target



Develop Supplier Code of Conduct incorporating ESG considerations

We choose to work with environmentally conscious partners wherever possible. We have included below the commitments and actions our top three suppliers demonstrate in their sustainability and corporate social responsibility efforts:



Microsoft

'Microsoft has been carbon neutral across the world since 2012 and commits to being carbon negative by 2030. Our goal is to promote sustainable development and low-carbon business practices globally through our sustainable business practices and cloud-enabled technologies. Microsoft is building the tools and services to help anyone, anywhere, better understand the ecosystem around them today and monitor and model impacts from climate or human behaviour. We are taking responsibility for our land footprint by committing to permanently protect and restore more land than we use by 2025. Our target is to be water positive by 2030, and we're creating and employing tools to help address the world's water challenges, including scarcity, pollution, and ocean health. We're committed to reducing our consumption and replenishing water in the regions we operate. Finally, we're aiming for zero waste by 2030 -- we think every device should be made with an emphasis on sustainability and aim to continually improve all of our products. At our facilities, we reduce and eliminate waste by reusing materials, source reduction, and recycling. All waste is treated with environmentally responsible methods.

Westcoast Ltd

'At Westcoast, we're determined to make a positive difference to the learning experience of children and adults alike. As one of Britain's leading IT businesses, we recognise the role we can play in helping to inspire people to pursue their dreams through education and aspire for careers in technology. Our activities include The Bright Sparks programme, where our staff attend schools to work with, mentor and inspire young students. In addition, we've shifted focus and continue to participate on a virtual basis during the pandemic and provide IT equipment. We're also the founding sponsor of a five-year programme aiming to get 50,000 young people to engage with technology businesses. In addition, we are committed to fundraising for the NSPCC to assist in its efforts to keep young people safe. This includes numerous events, starting with the London to Paris Bike Ride in September 2021, and also including skydiving, Tough Mudders and a Thames bridges trek. Finally, We're a Cornerstone Employer, working with a network of schools and colleges to improve careers education, equipping students with key skills for the IT sector, and encouraging Westcoast team members to become volunteer Enterprise Advisers.'

Gartner UK Limited

'At Gartner, we strive to minimise our environmental impact and embed sustainable best practices into our operations. We view combating climate change and reducing greenhouse gas emissions as a necessary part of that broader strategy. Our greatest impact comes through the insights we provide to our clients, but also we are taking meaningful steps to manage our own environmental footprint. It is a foundation of our culture to do the right thing and to make fact-based decisions. As it applies to sustainability goals, we are approaching the challenge by first calculating our global carbon footprint and then using this data to set science-based targets that meet the criteria and recommendations of SBTi. Our commitment is to achieve net-zero greenhouse gas emissions by 2035 in accordance with SBTi's Net-Zero Standard.'

Helping our clients achieve their sustainability goals

It is certain that for many businesses, technology will lie at the heart of companies, organisations and governments reaching net zero. During the global COVID-19 pandemic, technology kept us connected and kept supply chains moving. Moreover, by pivoting quickly to embrace remote and hybrid working practices, businesses worldwide experienced the operational and employee-based benefits of moving to the Cloud.

Moving to the Cloud to cut carbon

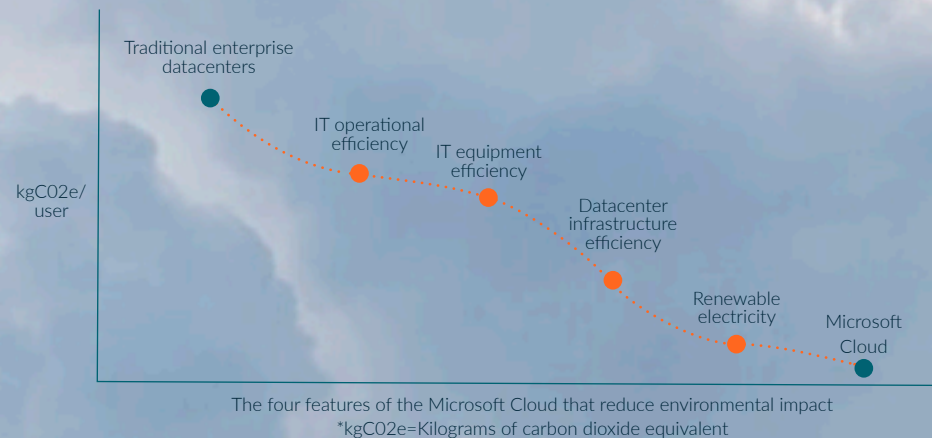
There are several key advantages to moving to the Cloud – agility, scalability and security. But far less known, however, are the sustainability benefits, which generally take two forms. Firstly, Cloud represents a form of reuse. Because it adopts a pay-as-you-go structure, organisations can rely on the Cloud always being available without depending on equipment that needs to be upgraded or replaced. This in itself reduces waste. Secondly, Cloud data centres are significantly more energy-efficient than on-premises technology.

According to Forrester research, power usage efficiency reductions in Cloud datacentres have become increasingly impressive in recent years, meaning that Cloud migration significantly aligns

with corporate sustainability agendas. Beyond giving teams the ability to work together from anywhere, migrating to the Cloud offers incredible opportunities to reduce corporate impacts on the environment,¹ be that lower energy costs, carbon emissions or a reduction in electronic waste. A 2018 study² found that using the Microsoft Azure Cloud platform can be up to 93% more energy-efficient and up to 98% more carbon-efficient than on-premises solutions. These savings are attributable to four key features of the Microsoft Cloud: IT operational efficiency, IT equipment efficiency, datacentre infrastructure efficiency, and renewable electricity.

¹https://www.forrester.com/blogs/09-06-12-is_cloud_computing_green/

²[Microsoft_Cloud_Carbon_Study_2018.pdf](https://www.microsoft.com/en-us/sustainability/2018-06-12-is_cloud_computing_green/)



Case Study 1: Our work with the Woodland Trust

About The Woodland Trust

The Woodland Trust is the UK's largest woodland conservation charity, and they're on a mission to conserve and restore our green spaces. They protect and restore our ancient woodlands while planting new woods to create a greener future and safe havens for wildlife. Established in 1972, the charity has grown to become 500,000 members strong, planting millions of trees every year. In addition, they aim to lock up 143 thousand tonnes of carbon every year by working with businesses to reduce their carbon footprint.

The Challenge

After a devastating cyberattack in 2020, The Woodland Trust needed to get back to operations quickly. They relied on manual, time-consuming processes to connect their tree nurseries with orders and despatch. Inefficiencies in the process wasted employee time and left gaps for errors, miscommunication, and confusion. With new nationwide tree-planting initiatives coming up, the team needed to get their new infrastructure up and running quickly. Driven by tight timescales and the volume of work needed to recover from the cyberattack, the Woodland Trust turned to Transparity to deliver a solution to create the apps they needed quickly and reliably.

The Solution

Using PowerApps, Transparity developed several bespoke apps to link complex back-end processes with customers to enable the easy administration of UK-wide tree planting initiatives. The first

was an admin app for the Woodland Trusts 'Free Trees for Schools and Communities scheme'. The app allowed their team to review all applications made through the website and amend them if needed.

Transparity also created a series of four apps to enable The Woodland Trust to administer their 'Planting Schemes for Landowners and Farmers'. The team created a central admin app, together with an app to record the tree order associated with each scheme and a pair of back-office apps to provide an overview of stock use and delivery bookings and to identify species mixes for hedgerow planting schemes.

The apps connect with The Woodland Trust's internal databases, which govern which trees they have in nurseries available for supply. This stock information is pulled through and allocated to customer applications with an order form generated by Power Automate flows within the app.

The Outcome

These apps have enabled the Woodland Trust to become more efficient, improve user experience, and allow their teams to focus on growing their conservation work without being held back by their infrastructure.

These two initiatives involved over 12,000 applications to plant over 1.8 million trees and 100,000 metres of hedgerows. The Free Trees App enabled the team to process 4,477 applications from schools and 4,354 from community groups. Those 8,831 applications will result in 1.3 million trees delivered to schools and community groups.

The apps that enable the planting schemes for landowners and farmers have also had some impressive results, handling 3,282 applications since go-live. Combined, these applications will deliver 352 hectares of woodland, 542,065 trees and 500,000 hedgerow shrubs.

The development of the apps has fed into The Woodland Trust's conservation work directly. They have enabled their teams to manage application processes to fulfil thousands of woodland creation and community planting projects, getting trees into the hands of many thousands of people, facilitating planting experiences and helping to inspire a deeper connection to nature.



Case Study 2: Our work with the John Lyon school



About the John Lyon school

The John Lyon School is an independent day school for boys aged 11-18, founded in 1876. Based in Harrow-on-the-Hill in London, the school prides itself in its academic excellence and its prestigious creative and sports programmes



The Challenge

A customer for three years, John Lyon School, was already considering leveraging Microsoft Teams and had attended a Transparency webinar to find out more. However, when news of COVID-19 broke, and the UK began to implement lockdown measures, the school realised that it was imperative to ensure that students could still receive an excellent education.

At the time, OneNote was used in classrooms for documentation by the students, but there was no solution in place to enable remote classroom working, nor any unified communications to run such a solution. Acting extremely quickly, John Lyon School asked Transparency to help them with a Cloud-based system that would enable them to continue running classes and communicating with students effectively.

The Outcome

John Lyon School's new Microsoft Cloud solutions ensured that they could quickly react to the Covid-19 crisis and use virtual classrooms to continue their students' education even though they were at home. Both staff and pupils had access to a single application to manage timetables and classrooms, with Transparency TAP analytics reporting to staff which adoption modules had been completed by each student, ensuring that they all had access to the information necessary to excel.

The Solution

Transparency set up and deployed Microsoft School Data Sync for Teams, an advanced tool within Microsoft 365, as part of their Office 365 for Education licence. The solution reads a school's imported Student Information System (SIS) data and builds "collaborative classroom" Teams for each class based on school and register data. This allowed teachers to easily view conversations and content for every class they have, all in one place. They were also able to address the students with voice and video calling, with built-in Teams features such as meeting attendance reporting, whiteboards and a variety of Office 365 apps helping make the student experience as close as possible to being at school.

Teams also enabled Single Sign-On for a wide range of education-related apps, ensuring that John Lyon School could use the most relevant educational technology to empower staff and students. Additionally, Transparency implemented its Training and Adoption Portal – Transparency TAP – an easy-to-use online portal where users could learn how to adopt Teams and other Microsoft Cloud solutions at their own pace. With the school closing at short notice due to Covid-19 – and no time to train staff or students to use Teams – this was invaluable for distance learning. Progress could be tracked by staff, and the platform's built-in gamification made it an ideal tool for adolescents.

Our road to decarbonisation

Our journey to Net Zero

Our targets



Scope 1 2 and 3 baseline calculations



Achieve carbon neutrality across our operations (scope 1 2 and partially scope 3)

Carbon emissions are the leading cause of global warming and hence climate change. Every individual, business, and organisation has a role in supporting the urgent need to transition to a Net Zero carbon and more resilient world. Calculating our annual carbon emissions is a critical step in understanding our contribution to global warming. Recognising how important this is, this is the first year we have calculated our carbon emissions.

As a company, we are extremely committed to the protection and enhancement of the environment and to educating our staff on environmental issues. We aim to contribute as responsible members of society to reduce carbon usage and waste and provide a safe, sustainable and pleasant environment in which to work. The underpinning ethos of our Environmental Policy is:

1. Ensure we are compliant with environmental legislation
2. Recognise that we are both a consumer and provider of services and respond appropriately to this, reviewing our environmental impact and taking appropriate action
3. Recognise our areas for development and implement improvements
4. To use resources carefully, which in turn will help to reduce operating costs
5. Ensure that partners and suppliers with whom we work adopt and abide by Transparency sustainability principles

Carbon FY2021

01/03/21 - 28/02/2022	tCO ₂ e	%
Scope 1	4.5	15.5
Scope 2	6.9	23.5
Scope 3	17.9	61
Gross Emissions	29.3	100
Carbon footprint	29.3	100

Our carbon footprint includes scope 1, 2 and partial scope 3 emissions.

- Scope 1 – Carbon emitted from gas usage
- Scope 2 – Carbon emitted from building electricity usage
- Scope 3 – Carbon emitted from grey fleet mileage claims and home working

We calculated scope 2 GHG emissions and some scope 3 emissions for our company operations by gathering primary data from our two sites across the UK. Given that we lease our offices, with utilities included, we estimated our electricity and gas usage according to the total size of our premises.

We recognise that tracking and measuring our emissions against a baseline is a key part to achieving Net Zero. Baseline emissions are a record of the greenhouse gases that were produced prior to the introduction of any strategies to reduce emissions and act as a reference point against which emissions reduction can be measured. As we look to the future, we will expand our carbon footprint reporting to include material categories from scope 3 emissions, including purchased goods and services which will cover the carbon emissions related to using Microsoft cloud services which are likely to account for 90% of our gross emissions. Once a complete evaluation of our Scope 3 emissions has been calculated, we will be able to produce a carbon reduction glidepath and set a net zero date.

Our road to decarbonisation continued

Energy

There are multiple ways that we impact our planet through our direct and indirect operations. For example, we procure energy to power our premises, providing power, lighting, heating and air conditioning. We are committed to protecting the environment by driving operational excellence in ways that reduce our environmental impact. Within energy, that means limiting the energy we consume and procuring our energy from renewable sources.

At the moment, we are unsure if our electricity and gas are procured from brown or renewable sources and have therefore reached out to our existing and prospective landlords to ask for more information.

This year, we have estimated our electricity and gas usage based on 1500 sq. ft of total office space using CIBSE, a benchmarking energy data tool (www.cibse.org). In addition, we have assumed both electricity and gas are from brown (non-renewable) sources.

Energy FY2021

01/03/21 - 28/02/2022	kWh	tCO ₂ e
Electricity	32,526	6.9
Gas	24,742	4.5
Total	57,268	11.4



Our road to decarbonisation continued

Waste

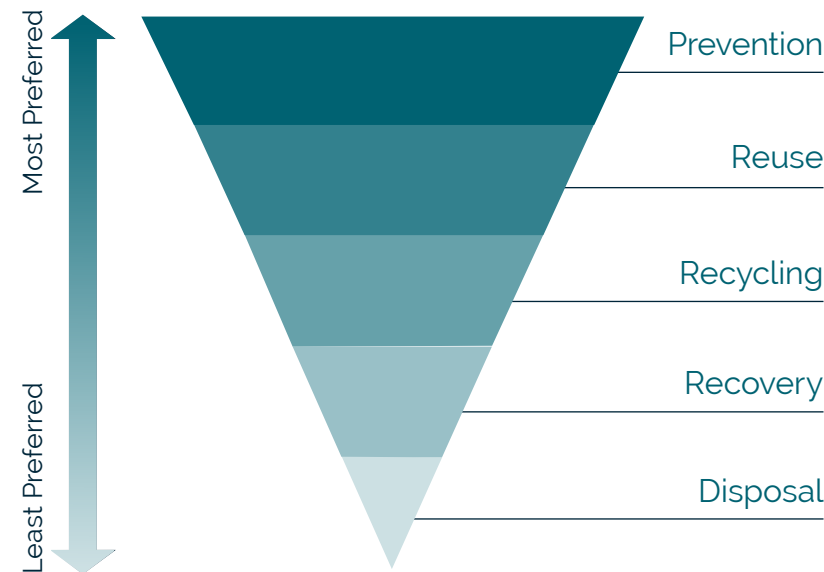
Waste management accounts for around 4% of total GHG emissions in the UK, with most emissions released from landfill sites³. We recognise that responsible organisations follow the steps of the waste hierarchy – Reduce, Reuse and Recycle and set annual waste targets in terms of waste generated, recycling % and % of waste diverted to landfill.

³<https://www.gov.uk/government/publications/the-uk-nationally-determined-contribution-communication-to-the-unfccc>

Although the waste we generate is minimal, the overall objective is to decrease waste in the first instance and, where waste is generated, to try and reuse it where possible. When not possible to eliminate waste, we are committed to disposing of it in the most environmentally friendly manner. The waste hierarchy ranks waste management options according to what is best for the environment, prioritising preventing waste in the first place. When waste is created, it prioritises preparing it for reuse, then recycling, then recovery, and last of all, disposal, e.g. landfill. This is an essential methodology for us to follow to reduce our overall waste footprint and boost our recycling efforts. This ultimately lessens the amount of waste that will end up in landfill and will optimise our recycling programmes.

Within our Environmental policy, we are committed to segregating different types of waste in our offices to facilitate the recycling of materials wherever possible to actively reduce the amount of waste being disposed of in landfill sites. In addition, we work closely with our office landlords to ensure that legislative requirements are met and that all waste is disposed of legally in accordance with WEEE (Waste Electrical and Electronic Equipment) requirements.

Waste hierarchy



Waste Prevention is the most sustainable and highly pushed form of waste management, as it minimises the generation of waste products right from the offset. It often results in the least environmental and economic life cycle costs.

The reuse of waste is next on the list and refers to the continued use of items for which they were initially intended. Often this involves minimal processing – checking, cleaning, repairing, and refurbishing entire products or parts.

Recycling takes the next priority, and refers to the collection of used, reused or unused items, otherwise considered waste and turning them back into raw materials, ready to be used for another product.

The recovery of waste is split into 2 categories: minerals and energy. The better of the two options (for the environment and cost) is considered before either minerals and energy from the waste is extracted.

Disposal of waste is the least favourable option and should be thought of as a last resort in sorting of waste. Disposal such as landfill should only be considered once all other options have been explored and dismissed.

Our road to decarbonisation continued

Transport

Carbon dioxide emissions are the leading cause of climate change. Greenhouse Gas (GHG) emissions from road transport make up around a fifth of UK GHG emissions. Reducing emissions from road transport remains a significant challenge as the UK looks to reach Net Zero emissions by 2050. To deliver on this goal, the government's Road to Zero transport strategy includes the ambition that almost every car and van will be zero-emission by 2050. As we come to terms with our collective and urgent responsibility to reduce emissions, Transparity must take responsibility for our contribution towards achieving this goal. In the course of their work, our team make use of their personal vehicles for business travel, and we have therefore calculated mileage for the year based on fuel claims.

Transport FY2021

01/03/21 - 28/02/2022	Miles	tCO ₂ e
Employee-owned vehicle mileage for business related activities	14,584	4.0
Total	14,584	4.0

We actively support a reduction in travel by encouraging more conferencing using Microsoft Teams as the primary meeting tool where possible. We also encourage our clients to do the same.

We offer incentives to our staff to find alternative methods of travel where possible, e.g. walking, cycling or using public transport. We also promote a car share scheme.

Working from home

All Transparity teams work fully remotely from home. Whilst we have two offices, these spaces are purely envisaged from here on as collaboration and connection meeting places rather than daily working environments.

We have therefore calculated our carbon footprint for remote working.

Homeworking FY2021⁴

01/03/21 - 28/02/2	Number of staff	tCO ₂ e
Homeworking	139	13.9
Total	139	13.9

We will be circulating home energy savings guides to our team members to ensure that we are encouraging individuals to be conscious of energy use and that they have the correct information and tools to use energy as efficiently as we would expect were they working in our offices.

⁴Home working carbon calculation from <https://www.carbonfootprint.com/workingfromhome.html>

Innovating a workplace fit for the future

At Transparency, we've built a team of passionate, intelligent and highly experienced people who pay more than lip service to service excellence. To achieve this, it's critical that we hire the most technically capable people and those who share our ethos. That's why first and foremost, we recruit for our culture fit.

Team Transparency are committed to pulling together as one, keeping the business a great place to work, building trust and partnerships, and delivering exceptional value and technical projects for our customers. We operate with integrity, a love for what we do and a genuine desire to help people with their digital transformations.

We believe we are leading the way in creating a model for making work, work. This philosophy is encapsulated within our Winning from Anywhere approach - this means that through a technology enabled environment and trust-based culture, being able to do outstanding and meaningful work alongside like-minded, supportive colleagues in a sustainable way.

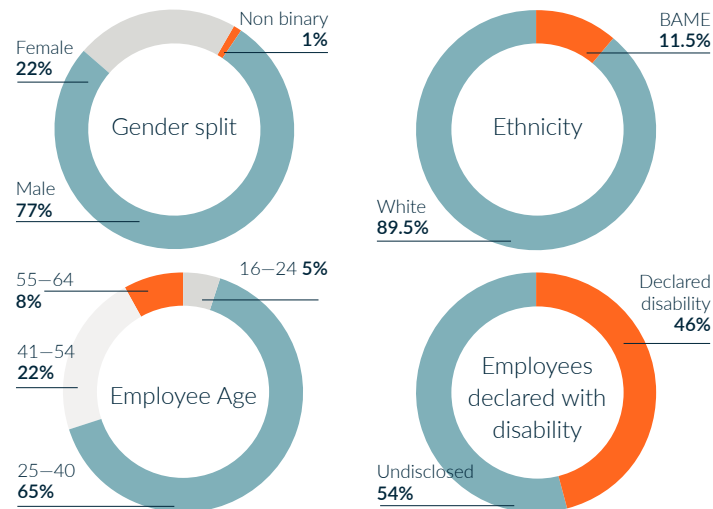
We believe there are four key pillars that underpin this approach:

1. Having the right people on-board.
2. Having a values-based culture.
3. Having great leaders who connect, support, challenge and inspire others.
4. Having clarity on direction and outcomes.

A future workforce

As of 28 February 2022, we have a total workforce of 139 employees.

We want to improve the data that we capture on the demographics of our existing workforce so that we can better measure our success and celebrate our diversity. When we upgrade our HR management system, we will be better positioned to capture additional granular data, including sexual orientation and religion.



Interconnected communications

At Transparency, we have a culture dedicated to openness and transparency. From monthly business updates to guidance on how COVID-19 restrictions may affect the team. We don't believe in keeping people in the dark.

We offer regular opportunities for our people to give feedback and to suggest improvements that Transparency could make to keep our business a fantastic place for all to work.

Every year we take part in an employee engagement survey delivered by Best Companies, that measures eight factors of employee engagement, asking how people relate to the company, how they relate to the leadership of the organisation, to their manager, to personal growth and things like fair pay as well as giving back to the community. Our employee feedback is validated and benchmarked against other companies who engage in this process, and this external validation helps us understand where we are. For 2021 we achieved a 2* outstanding rating. Ranking us as one of the UK's TOP 100 mid-size companies. Next year, our goal is to achieve 3* 'World Class'.



Leadership: 94% of staff agreed that the leader of Transparency runs our organisation on sound moral principles

Personal Growth: 97% of staff agreed that the experience they gain from their job is valuable for their future

Giving Something Back: 88% of staff agreed that transparency encourages charitable activities

Innovating a workplace fit for the future continued

Our targets



Develop and embed a formal well-being policy



Sign up to become a Living Wage Employer

Winning from Anywhere

Wellbeing is an often overlooked yet extremely important part of working life. At Transparency, we understand how a holistic approach to well-being can genuinely make a difference to the team. That's why we prioritise mental and physical health so that our colleagues truly can 'Win from Anywhere' using the tools we give them to succeed, from wherever they choose to work.

It's been two years since we started our first ever Wellbeing Wednesday sessions, and they've been a weekly fixture ever since! These calls are a chance for anyone and everyone in the business to discuss how their week has been, get advice in a supportive environment or just take time out to connect with other team members. Since they launched two years ago, we've delivered and facilitated 101 sessions with over 1,200 participants, with at least 65% of the team attending at least one session.

We go the extra mile to ensure that our people are well taken care of with a comprehensive EAP (Employee Assistance Programme), Gym Flex discount scheme, private healthcare including dental and optical benefits, and all employees covered by a life assurance plan.

In the past year, we have done a big piece of work on salary benchmarking with an external specialist consultancy to make sure we remain competitive on the salary front.

Innovating a workplace fit for the future continued

Talent, Diversity, and Inclusion

We are committed to the shift that needs to happen to make the tech landscape more diverse and inclusive. We're proud signatories of the Tech Talent Charter and the Disability Confident Employer schemes. We believe in connecting with like-minded, passionate and committed organisations that will enable us to collectively make lasting change to attract more diverse talent into the tech industry.

Our Diversity and Inclusion strategy underpins all we do to ensure that we conduct our business in an inclusive way. Reducing inequality takes place through education, learning and growth to build skills and fair wages for our people. Transparency also embeds robust policies that support ethical business practices and ensures we operate fairly. Transparency is an equal opportunities employer. We treat all job applicants, staff and clients alike – regardless of race, gender, religion, age, disability or sexual orientation.



 **TECHTALENT
CHARTER:**
SIGNATORY

 **disability
confident**
EMPLOYER

Innovating a workplace fit for the future continued

Spotlight: Women in Transparency

We are proud to have developed our own network dedicated to women, branded “wit”, which has the double meaning of Women in Transparency and Women in Technology. The group has been designed to help bridge the gender gap in the industry, allowing the women in our team to form connections across the business, discuss challenges, share achievements, explore ideas and come up with initiatives. In short, the network is an opportunity for us to invest in women who join or who are already in the business.

With a Sharepoint site and a Teams channel, the group meets regularly to share podcasts, videos and books. In addition, the group undergoes strength profiling so individuals can better understand their strengths which they can then share more widely in the business.

We're incredibly proud that we've seen the female headcount grow over the last year – having gone from 6% to 25% of women on the Transparency team, and we've got there by focusing on it and talking about it as well as harnessing the driving energy from our CEO a champion of this mission.



Innovating a workplace fit for the future continued

Learning and growth to build skills

We are dedicated to ensuring that all our team have equal personal growth and development opportunities. Transparity offers training opportunities from our bespoke leadership course through to technology-specific certifications and project management courses.

We use a platform called Clear Review for our appraisal process. It assists line managers to have good quality conversations with their teams regarding progress and career development. For example, employees can upload their career development goals and plans and then have conversations about how they intend to achieve the targets they have set themselves.

Our in-house developed leadership programme, 'Fit to Lead', is a course that is evidence-based and includes modules to help guide new leaders, which we run twice a year—comprising four themes of 'Intention', 'Connection', 'Direction' and 'Reflection'.

Intention: How a leader shows up – who they are as a leader and why they are in the leadership role. It's about ensuring that they focus on helping their team grow and realise their potential.

Connection: Helping a leader to build a great relationship with their team – the foundation to provide the right support or challenge to help team members be effective and that the individual feels that their manager understands them.

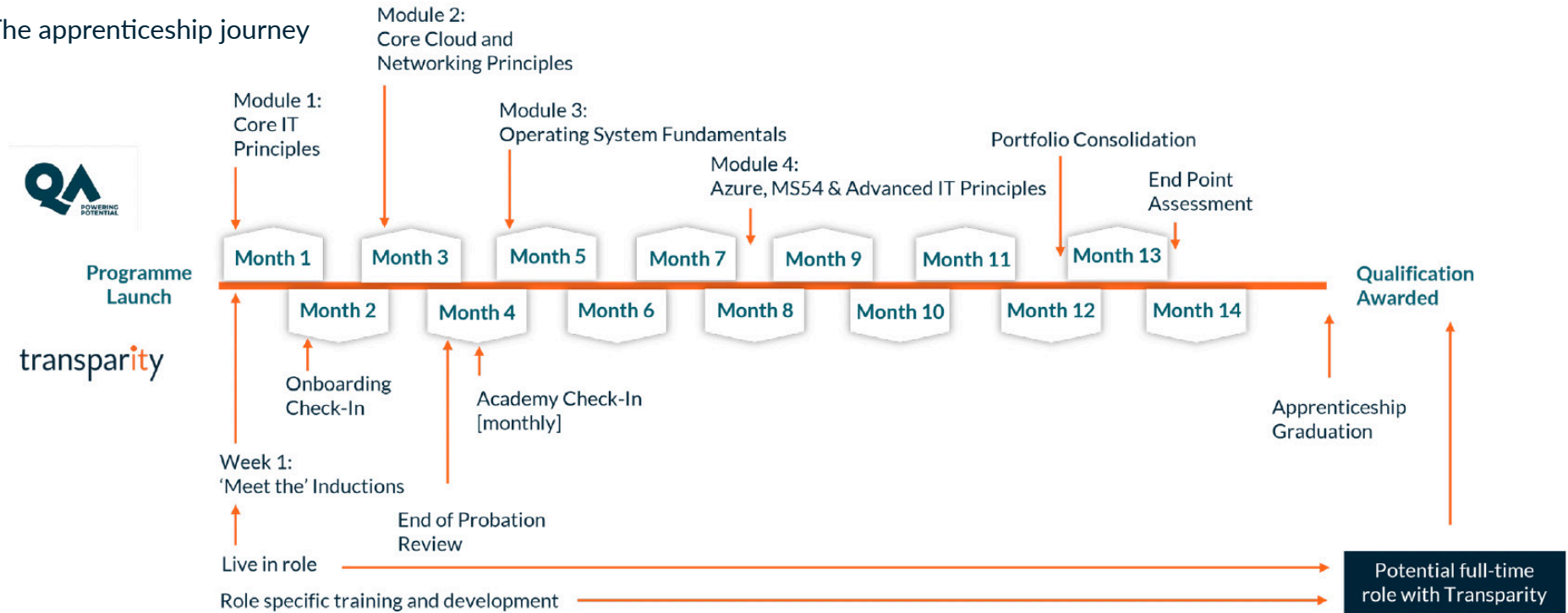
Direction: Helping a leader set a clear path so that individuals know what is expected of them with goals and challenges laid out.

Reflection: This is about the whole learning piece – What can I learn from this project? Where do I need to improve? What went well?



Innovating a workplace fit for the future continued

The apprenticeship journey



Transparency Academy

A year ago, we launched the Transparency Academy, providing a framework for future talent to join Transparency and embark on their career growth journey with us. A primary component of the Academy is providing apprenticeships for enthusiastic

learners keen to advance their careers in the tech industry.

Our partnership with two fantastic organisations – QA and Generation – has enabled us to provide a structured training course that offers our apprentices core learning alongside their new roles as Support Technicians.

QA are a leading tech and digital skills

organisation connecting us with tech career seekers and providing us with the Infrastructure Technician Apprenticeship Level 3. Generation are on a mission to support disadvantaged young people to build thriving, sustainable careers – their 12-week training programme provides budding technicians with a gateway into the industry to then move onto an

apprenticeship course or straight into a full-time position.

We've recently recruited our third cohort of apprentices as we look to attract and grow our future talent.

Innovating a workplace fit for the future continued

Spotlight: National Apprenticeship Week

We were delighted to join Microsoft earlier this year to celebrate National Apprenticeship Week at their Headquarters in Reading. This Microsoft Apprenticeship Week event brought together apprentices and employers to explore the challenges of apprenticeships and how we can foster a new generation of digital apprentices.



The event allowed apprentices to network with their peers and employers and hear from industry-leading speakers like Clare Barclay, Microsoft UK CEO, and Chris Perkins, Enterprise Commercial Lead at Microsoft UK. VIP speaker Rishi Sunak joined the event to speak about the importance of apprenticeships to the future of the UK technology industry.

We're incredibly proud of the success of our Transparency Academy apprentices, the value they bring to our team and the exceptional commitment they've shown to their studies.

Innovating a workplace fit for the future continued

SPOTLIGHT: Alex Wilson – Transparency's first apprentice

Alex joined Transparency early in 2021 as Transparency's first apprentice – the opportunity for Alex to join came about through our partnership with QA, which specialises in Microsoft and technology-based apprenticeships. Over the year, Alex has made incredible progress toward completing his apprenticeship and developing his professional career pathway.



Tell us about yourself

I've always had an interest in IT. Still, it isn't easy to find employment because of the expensive qualifications and certificates required for the roles. So then this apprenticeship came up, which was perfect.

What sparked your interest in an IT apprenticeship?

I applied for IT jobs, but I just didn't have the qualifications needed. So becoming an apprentice allowed me to acquire what I needed. I also became a dad, and time became non-existent with no time to study in the evenings, so an apprenticeship worked well.

What's the most challenging part of your role?

Starting an apprenticeship and working from home. In reality, it wasn't challenging at all. On my first day, I went to the office, and we were given everything we needed. Everyone is involved in group chats, and everyone is always reaching out to make sure you're okay, 'do you understand this? Do you want help with that?' and screen sharing to help you learn.

What's the best part of your apprenticeship?

Knowing that I've got a future – Transparency makes it very clear what you can achieve and where you can go. At Transparency, some of the first questions they ask are 'what do you want to do? What future plans have you got?' Everyone's keen to help you do better.

What skills have you developed during your time at Transparency?

Transparency has given me the skills and knowledge to carry on with my career. I've gained confidence and feel so much more outgoing interacting with a bigger range of people; in my previous job, it was quite lonely. At Transparency, you can speak up, and people listen; everyone's got time for you here.

Qualifications achieved in 12 months: Microsoft Network & Fundamentals

BCS exams:

Level 3 – mobile operating systems,

Level 3 – cloud services

Level 3 – business processes

Level 3 – encoding and logic

What are your future career prospects and goals?

Ultimately a consultancy role. My goal now is to move on from First Line Support, and I've got a plan for what is needed to get to Second Line Support. I'm studying quite a bit now, and I hope to be in a Second Line Support role in six to eight months. It would be a massive achievement to go from first to the second line in 18 to 20 months.

Innovating a workplace fit for the future continued

Our target



Develop and launch a formally managed community investment programme via the Transparity Charitable Foundation

Giving back to our communities

Transparity are committed to having a positive impact in our local communities. The two key partners we work with are Action for Children and The Woodland Trust.



Action for Children

Action for Children is a children's charity dedicated to helping vulnerable children, young people and their families. In the past year, we raised £30,000, contributing to their projects by providing practical and emotional care and support.



WOODLAND TRUST

The Woodland Trust

The Woodland Trust is the largest woodland conservation charity in the UK. It is concerned with creating, protecting, and restoring native woodland heritage. It has planted over 50 million trees since 1972. The team at The Woodland Trust approached Transparity following a severe cyberattack, and we quickly recognised that we could help in more ways than one. To underpin and demonstrate to our team members the commitment to Winning from Anywhere we have partnered with the Woodland Trust and for every day that team members at Transparity deliver client engagements from home, we donate funding every quarter to the Trust. We anticipate that this will raise around £30,000 per year.

Strategic and operational excellence

Our customers know that when they engage Transparency, they are choosing the best possible partner for their digital transformation journey.

Quality Services

We provide the highest standards of quality for our services and supply chain. In addition to multiple Microsoft Gold Partner accreditations, we adhere to a number of elite standards, giving our customers the confidence that they are working with a partner who strives to be the very best.

Transparency has also obtained several of Microsoft's new Advanced Specialisations, which are only awarded to Partners who have a proven, extremely high level of competency and robust experience.

In addition, data security is of the utmost importance to us, which is why we're ISO 9001 Quality Assurance and ISO 27001 Information Management accredited.

Data Privacy

Our accreditation in Information Protection and Governance works to identify for customers that Transparency has exceptional knowledge and experience in deploying Microsoft Information Protection (MIP) workloads and supporting our proficiency in security and compliance strategies.

We are committed to protecting the privacy and rights of our employees, applicants and personnel. The information we hold and process is used only for management and administrative use. This includes using information to enable us to comply with employment contracts, to comply with any legal requirements, to pursue the legitimate interests of the company, and to protect our legal position. Our security protocols and policies are in place to manage personal data and privacy preferences. In addition, our security protocols ensure data is stored securely to protect against loss, misuse and alteration.



Windows and SQL Server Migration Advanced Specialisation
 Teamwork Deployment Advanced Specialisation
 Calling for Microsoft Teams Advanced Specialisation
 Meeting and Meeting Rooms Advanced Specialisation
 Adoption and Change Management Advanced Specialisation
 Threat Protection Advanced Specialisation
 Identity and Access Management Advanced Specialisation
 Information Protection and Governance Advanced Specialisation
 Cloud Security Advanced Specialisation
 Azure Virtual Desktop Advanced Specialisation

Member of
Microsoft Intelligent Security Association



Strategic and operational excellence continued

Cybersecurity

Cybercrime is on the rise and is more sophisticated than ever, costing UK businesses billions every year. We keep our clients' data safe, armed with the latest threat intelligence to proactively hunt for emerging threats.

We lead with protection and prevention first and perform detection, response and recovery activities, meaning our clients' security posture is continually enhanced by configuring it to our cutting-edge blueprint. In addition, Transparency's advanced technical controls, security policies and human processes provide protections that keep pace with evolving security threats as well as legal and regulatory compliance requirements.

Our comprehensive risk assessment programme is ever-evolving based on the threat landscape -- Including risk reviews, audits, vulnerability assessments and penetration testing. We work with independent third-party organisations to audit our security practices. These partners review and validate our security practices, processes and controls. Transparency carries cyber liability insurance.

Customer engagement

We value our customer relationships and regularly proactively engage with our clients to ensure that we can deliver the best possible services.

We host weekly webinar workshops on pertinent topics to help our clients get the best from their Microsoft platforms.

We measure customer satisfaction in multiple formats, sending out customer satisfaction surveys, project delivery satisfaction surveys and introducing a 'Tell us what you think' segment within all email signatures. Finally, we collate all feedback and construct an action plan which is reported back to the Board.





As part of our desire to ensure we adopt Environmental, Social and Governance best practice, Transparency engaged Sustainable Advantage to assess us across 43 ESG areas. Each area is graded between zero and four, with an overall score rebased to 100. Following the scoring process, we have created an ESG action plan that has been disseminated to individual departments under the overall management of our ESG Committee. This process will ensure continued improvement during 2022. We are tracking our progress year-on-year.



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