

# IMPACT BEYOND BUSINESS

A TALE OF REBELLION

Certified



Corporation

VOLUME 3 May 2024 – April 2025

COOPER PARRY

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# A NEW YEAR. A NEW CHAPTER. A BIGGER IMPACT.

We're back with our latest Impact Report – more comprehensive, more insightful, and more ambitious than ever. After an incredible year of growth, bold acquisitions and continued evolution, we're proud to share how we're measuring and improving our impact on people and the planet at every level.

If you haven't already, take a look at last year's Impact Report [HERE](#) to see how far we've come. This year, we've built on that foundation with even greater transparency, sharing not just the wins, but the challenges too – because real progress means embracing the full picture.

Inside, you'll find updates across Governance, Environment, Community, Customers and Workers – as per the WEF Framework, but we like to refer to our employees as 'our people' with clear reflections on what's changed, what we've learned, and where we're heading next. Our journey is ongoing. Never ending, even. And we hope the lessons we've learned can inspire and support your own.

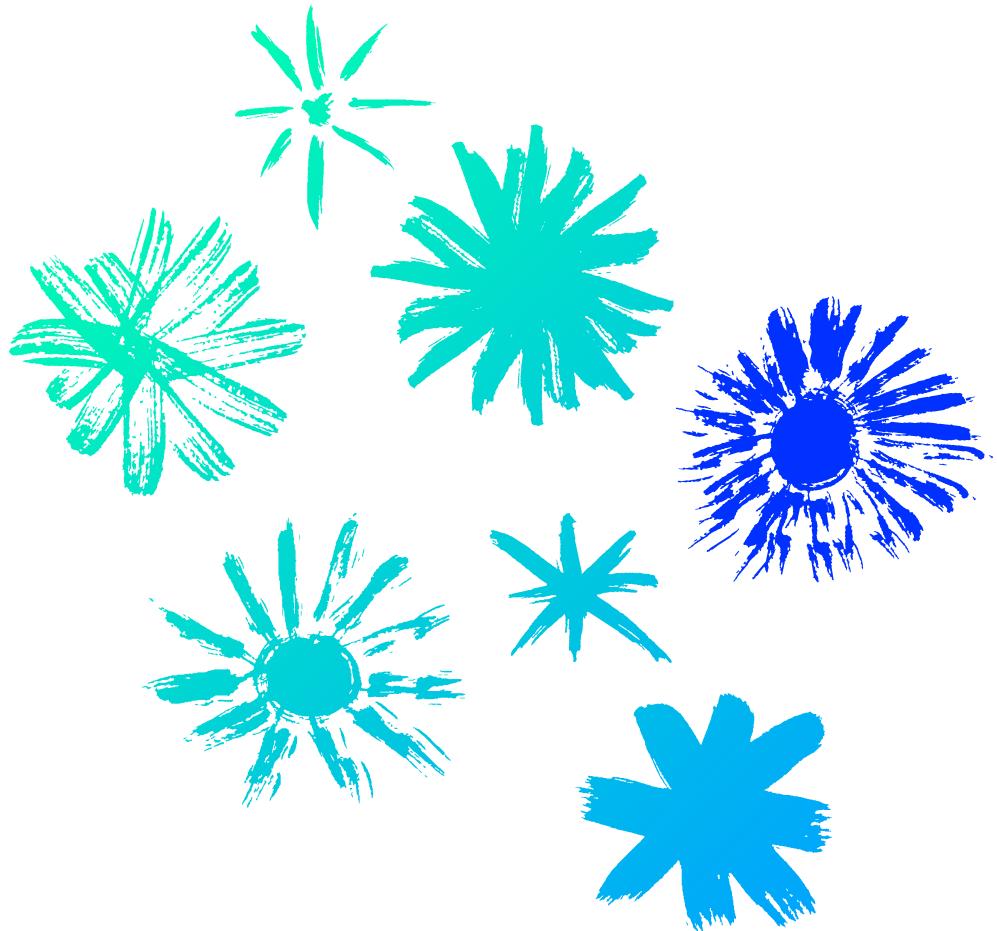


# GLOSSARY

## BEHIND THE LETTERS: ACRONYMS EXPLAINED

### ACRONYM MEANING

<b>CP</b>	Cooper Parry
<b>ESG</b>	Environmental, Social, and Governance
<b>SBTi</b>	Science-Based Targets Initiative
<b>GHG</b>	Greenhouse Gas
<b>FTE</b>	Full-Time Equivalent
<b>EV</b>	Electric Vehicle
<b>DEI</b>	Diversity, Equity & Inclusion
<b>B Corp</b>	Benefit Corporation (not an acronym but often treated as one)
<b>SDG</b>	Sustainable Development Goals
<b>SECR</b>	Streamlined Energy and Carbon Reporting
<b>WEF</b>	World Economic Forum
<b>COP</b>	Conference of the Parties (UN Climate Conference)
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>PE</b>	Private Equity
<b>EOR</b>	Employer of Record
<b>RFP</b>	Request for Proposal
<b>HR</b>	Human Resources
<b>PKF</b>	PKF International (accounting network)
<b>ISO</b>	International Organization for Standardization (e.g. ISO27001)
<b>HM</b>	His Majesty (as in HM Treasury)



# A TIMELINE OF TURNING POINTS

1800s

Scientists like Jean-Baptiste Fourier (1824) and Svante Arrhenius (1896) began exploring the greenhouse effect and how gases like CO<sub>2</sub> could influence Earth's temperature.

1850

Queen Vic is on the throne and Cooper Parry is born in Derby. 175 years on, we couldn't look, sound or roll more differently, but we've got tradition, heritage and experience on our side.

1995

The Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) began in 1995. The first COP, COP1 was held in Berlin, Germany.

2008

The global financial crisis. A monumental "Oh F#\$k" moment. Chasing bigger clients, we'd overstretched. We regrouped, restructured, refocused and rebranded, with culture as our #1 priority.

2018

We're crowned the Best Company to Work For in Europe at the European Employee Engagement Awards.

2019

Comfortable in our skin and eager to expand UK-wide, we leave the geographical restrictions of the PKF network behind after 5 years.

2022

We partner with Waterland Private Equity, successfully trial our 100-80-100 four-day week, and place #1 in the Accountancy Age Mid-Tier Power Index.

2023

We're the UK's largest accountancy B Corp. 7 years in the UK's 100 Best Companies to Work For, we make 6 acquisitions, tripling in size to become the UK's fastest growing and 11th largest accountancy firm.

2024

11 deals in 20 months post-PE. 1,450 talented people in UK superhubs and worldwide. We're creating the next-gen professional services group, covering accountancy, wealth management, deals, tech, law and sustainability advisory.

2025

We partner with New York-based Lee Equity Partners. Our SBTi targets are approved for our Net Zero journey, and we reach 17 cultural and ESG aligned acquisitions since early 2023, adding wide-ranging Digital services to our fast-growing offering.

2028

We realise our 3 Year Vision. Penned in 2025, it's bold on purpose, built for belief, and our plan for total disruption and impact-led growth, driven by three core engines.

2045

We achieve our Net Zero target.

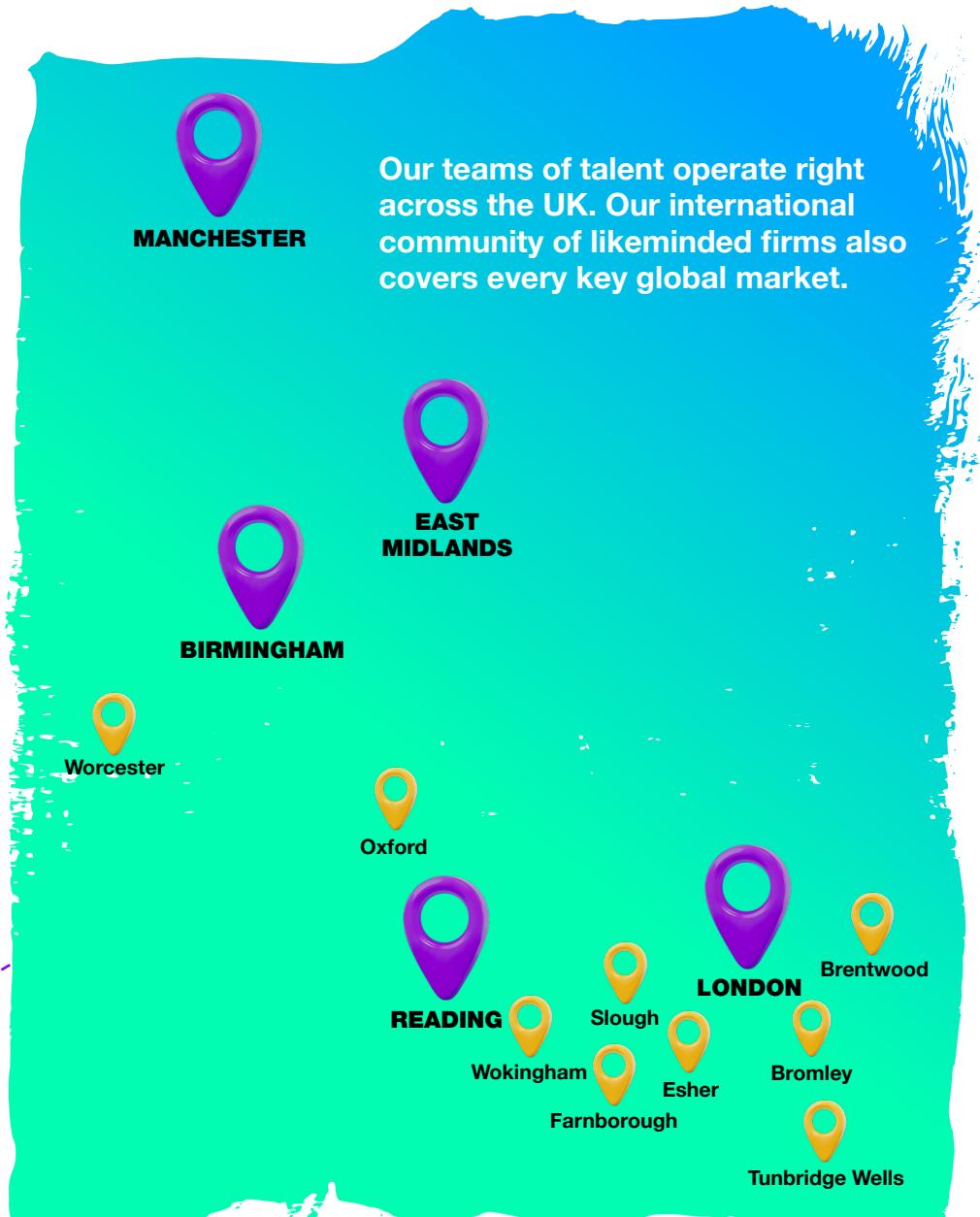
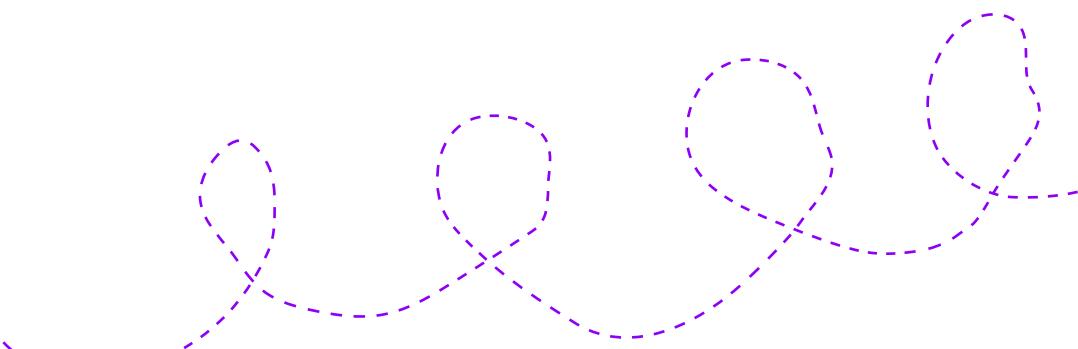


# GROWTH

FY25 was a watershed year, particularly the acquisition of Haines Watts Reading, UHY Hacker Young Manchester and 3 new Digital acquisitions. The deals added £31m revenue, 5 offices across the UK, increased our headcount to 1,465 people, and welcomed 23 partners.

Today, we're the fastest-growing accountancy firm in the UK, after 5 acquisitions in 12 months. We now span 5 UK superhubs and have 148 partners.

This growth hasn't stopped us from delivering exceptional work for our clients, who rated us 9.15/10, and we ran 53 awesome events for 1,869 attendees.



# AWARDS

## YEP, WE'VE BAGGED A FEW.

We don't do what we do for the trophies – but hey, it's nice when the world notices. From shaking up the industry to making sustainability seriously fun, here's where we've made some noise.

### UK COMPANY CULTURE AWARDS 2024

**WINNER:** Best Flexible Working Policy, Best HR Team of the Year

### PENSIONS AGE AWARDS

**WINNER:** Pensions Accountancy Firm of the Year (2024 & 2025)

### INSPIRING WORKPLACES AWARDS

**WINNER:** 2025: 5x Wins including Best Large Company UK & Ireland (Ranked #3 in UK & Ireland Top 50 Inspiring Workplaces)

### MIDLANDS DEALMAKERS AWARDS 2024

**WINNER:** Deal of the Year (£50m+) – Cooper Parry's acquisition of Haines Watts London (CP Deals)

### WEST MIDLANDS RAINMAKER AWARDS 2024

**WINNER:** Private Equity Exit Deal of the Year – YFM-backed MBO of Antser Group, with BGF completing its exit (CP Deals)

### GLOBAL ALUMS AWARDS 2024

**WINNER:** Best Alumni Branding Campaign

### INSTITUTE OF INTERNAL COMMUNICATION

**WINNER:** Award of Excellence

### LARGE DEAL OF THE YEAR (OVER £50M)

**WINNER:** Waterland-backed Cooper Parry acquired Haines Watts London (CP Deals)



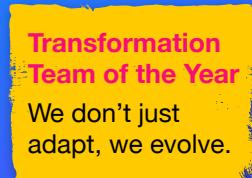
## SHORTLISTED, NOMINATED, AND MAKING NOISE.

We've been turning heads across the UK—whether it's our epic People Team, game-changing deals, or digital wizardry. A few highlights?



Best Team Culture

Our People Team's got vibes.



Transformation Team of the Year

We don't just adapt, we evolve.



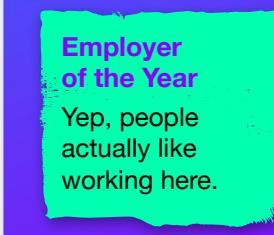
Deal of the Year

£50m+ moves? That's just a Tuesday.



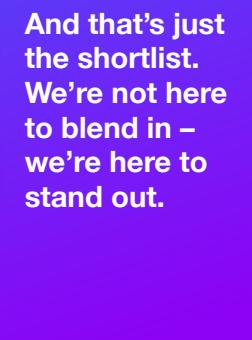
Early Careers Initiative

Because future legends start here.



Employer of the Year

Yep, people actually like working here.



And that's just the shortlist.

We're not here to blend in – we're here to stand out.

# OUR VALUES

Our values are the guiding principles of CP. They define who we are as people, and we've worked hard to integrate all the incredible people who've joined CP through our acquisitions, from mandatory ESG training to our unique employee onboarding process.



## LET'S HEAR FROM APRIL



"Last year, we said our values and vision were the heartbeat of CP, the reason people want to be here, the glue that holds us together, and the spark that attracts like-minded businesses. That hasn't changed.

What has changed is the pace and scale of our growth. We've been on a phenomenal journey. Bigger, bolder, faster than ever before.

And with that, the importance of protecting and living our culture has grown tenfold.

It's not something we can leave to chance. It's the thing we preserve at all costs, because it's what makes CP, CP. And it's what will keep our purpose beyond profit shining, no matter how far or fast we go."



**APRIL HOMER,  
CHIEF PEOPLE OFFICER**

# CP'S HOLISTIC SUSTAINABILITY APPROACH

At Cooper Parry, 'sustainability' means creating meaningful impact across people, planet and profit. As the UK's largest accountancy B Corp, we're committed to driving change that goes far beyond reducing our emissions.

## CULTURE & WELLBEING

Our culture is our superpower. From Open Holiday and Work From Anywhere to mental health support and flexible working, we've built a workplace with wellbeing at its core. We believe that happy, healthy people drive better business and deeper impact.

## DIVERSITY, EQUITY & INCLUSION

Our DE&I team continues to embed inclusivity into everything we do – from recruitment accessibility to company-wide training. We celebrate difference, challenge bias, and ensure every voice is heard – moving DEI from policy to lived experience.

## COMMUNITY & VOLUNTEERING

We give our people paid time to volunteer, supporting causes close to their hearts. Whether it's mentoring, environmental clean-ups, or charity partnerships, we're building stronger communities through action.

## ETHICAL PROCUREMENT

We've revamped our purchasing policy to prioritise locally sourced, environmentally friendly products. From office supplies to event catering, we're choosing suppliers who align with our values and reduce our indirect impact.

## EDUCATION & ENGAGEMENT

Through initiatives like Lunch & Learns and our internal ESG learning pathways, we're empowering our people to understand sustainability in all its forms. It's about literacy, curiosity and collective responsibility.

## TRANSPARENCY & ACCOUNTABILITY

We hold ourselves to high standards, measuring impact across all stakeholders. Our B Corp certification is just the start – we're committed to continuous improvement, radical transparency, and sharing what works (and what doesn't).



# SUSTAINABILITY STATEMENT

Sustainability runs through the heart of Cooper Parry. It's a shared responsibility, and every team member helps shape the change we want to see:



## PLANET

Care for the planet and minimise the environmental impact of the business by reducing our carbon footprint, with Net Zero as a key milestone in a never-ending journey.

Ensuring our business activities are not harmful to nature, supporting the increase of biodiversity.

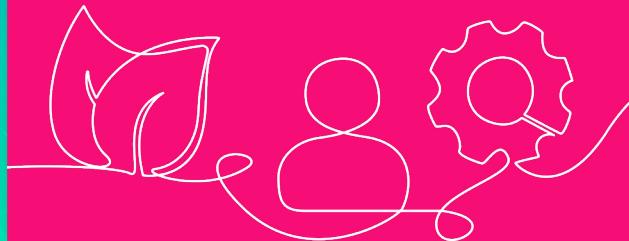


## VALUE CHAIN

Sustainable procurement practices and supplier code of conduct, in line with our policy.

Understand the commitments our suppliers and clients have towards people and the planet, measuring who has SBTi or other framework commitments.

Inspire our customers to improve their sustainability performance via engagement.



## OUR EMPLOYEES AND COMMUNITIES

Creating a positive impact within the community by encouraging every employee to take time out to volunteer in the community, fully paid to support this, and fundraising.

Ensure that employees are supported in their mental and physical health and treated with dignity and respect. We commit to providing the help each employee needs so they can be happy and healthy.

Empowering and enabling all employees to excel in their careers through training and rewards.

Identify and address issues of equality, diversity and inclusion amongst our current and future workforce. This includes a recruitment process that is free from bias towards gender, ethnicity, as well as all other protected characteristics.

# OUR IMPACT VISION FOR 2030

We're another year closer to realising our 2030 Impact Vision, and whilst we have seen significant changes in size and operations, we are building out our path to Net Zero by 2045 and gaining increased B Corp recertification points.

The 2030 Vision is our north star – a bold, aspirational roadmap for systemic change across environmental, social and cultural dimensions.

The 3 Year Vision, aligned to SBTi and B Corp, is our operational strategy – focused on measurable, near-term goals that build momentum and credibility.

**It's a “Visionary Horizon” with the 3 year plan as a “Strategic Sprint”.**

Our next 3 Year Vision will be shared in our FY26 Impact Report.

## INITIATIVE

Zero waste to landfill

## LINK TO DECARBONISATION

Reduces methane emissions, supports circular economy

## INITIATIVE

Zero plastic

## LINK TO DECARBONISATION

Cuts fossil fuel-based production and waste emissions

## INITIATIVE

50% Scope 3 reduction

## LINK TO DECARBONISATION

Core to SBTi targets; addresses supply chain emissions

## INITIATIVE

30-hour working week

## LINK TO DECARBONISATION

Potential to reduce commuting, energy use, and burnout

## INITIATIVE

6 generations working together

## LINK TO DECARBONISATION

Supports inclusive, resilient culture – key to long-term sustainability

# OUR IMPACT VISION FOR 2030

<b>PLANET</b>	<b>PLAN</b>	<b>PEOPLE</b>
<b>B CORP</b> We've submitted our application for B Corp recertification with an estimated 104 points. That's an increase of over 10 points since last year and 20 points since certification.	<b>COMMITTED TO REDUCING EMISSIONS</b> Cooper Parry commits to reducing absolute Scope 1 GHG emissions by 42% by FY2030.	<b>SMARTER WORKING</b> CP are now trialling a 4.5-day week.
<b>PLANET</b>	<b>PLAN</b>	<b>PEOPLE</b>
<b>SBTi TARGETS</b> We've now gained approval for our SBTi targets, which are aligned to 1.5 degrees.	<b>INCREASE RENEWABLE ENERGY</b> Cooper Parry also commits to increasing active annual sourcing of renewable electricity from 63% in FY2023 to 100% by FY2030.	<b>DIVERSITY</b> This year, we had our biggest intake of school leavers, increasing the diversity of ages and backgrounds amongst our people.
<b>PLANET</b>	<b>PLAN</b>	<b>PEOPLE</b>
<b>TRANSPARENT REPORTING</b> We've improved our data collection, data accuracy and transparency in our reporting and assumptions vs last year. We've built out all the GHG protocols and assumptions.	<b>CARBON ACCOUNTABILITY</b> Cooper Parry commits to reduce Scope 3 GHG emissions from waste generated in operations and business travel by 51.6% per FTE by FY2030	<b>DIVERSITY INDEX</b> Our Diversity index remains at 7.7, not far off our target, which we hope to exceed before 2030. Progress is ongoing and deeply embedded in our culture.
<b>PLANET</b>	<b>PLAN</b>	<b>PEOPLE</b>
<b>RENEWABLE ENERGY</b> All the offices we acquired have been moved to renewable energy contracts. In line with the rest of CP and a new energy management system at our Sky View HQ.	<b>SUSTAINABLE SOURCING</b> 70% of our suppliers, covering purchased goods and services and capital goods, will have science-based targets by FY2029.	<b>CARBON ASSURANCE COURSE</b> Our own Carbon Assurance course is being created and will launch within the next financial year on our People First platform, with a select few being identified as mandatory trainees. We have also gained our first Carbon Literacy certificate.
<b>PLANET</b>		
<b>CODE OF CONDUCT</b> All 1,600 of our suppliers, including the inherited suppliers from the acquisitions, have been sent our new code of conduct to check their values and ESG commitments align with ours.		

# WHAT'S NEW?

## SBTi TARGETS

We are thrilled to be able to share our approved Science-Based Targets Initiative (SBTi) targets with you, and we are now working on a pathway to Net Zero by 2045.

## RE-BASELINING OUR GROWTH

Due to CP's phenomenal growth, we have embarked on and completed our first re-baseline of all our numbers against our 2023 baseline year. This is on top of our annual carbon reporting and third-party assurance with Climate Partner.

The GHG Protocol states that companies must recalculate base year emissions when significant changes in company structure or inventory methodology occur. This ensures consistency and enables meaningful comparisons of emissions over time.

This applies to all departments and entities within Cooper Parry Group Holdings involved in emissions reporting and sustainability initiatives. It governs the recalculation of base year emissions for Scope 1, 2, and 3 categories.

## GOING GLOBAL

This year, we've expanded our global footprint with new teams in South Africa and the Philippines. These partnerships are grounded in shared values and a commitment to inclusive growth. By building local capability and fostering cross-cultural collaboration, we're not only enhancing our service delivery but also creating meaningful opportunities for talent in regions aligned with our purpose. This expansion reflects our belief that sustainability and impact must be global, equitable, and people-centred.



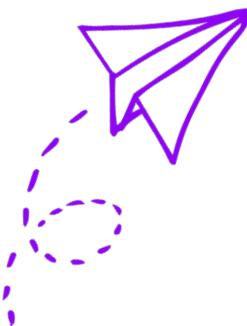
## SHARING OUR SUSTAINABILITY KNOWLEDGE

We're awaiting news of our recertification application, which was submitted for approval. We are aiming to add another 20 points to our awarded points of 84 back in 2023.

We have made improvements in the following areas:

### 2023      2025 RECERTIFICATION

	2023	2025 RECERTIFICATION
Governance	7.74	19.75
Community	20.28	31.87
Environment	9.09	14.73



We continue to add to our Sustainability Advisory services, and we've been able to share our knowledge of processes and reporting with other companies, covering the whole landscape from B Corp to SECR.

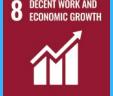
**SEE OUR STATUS [HERE](#)**

Certified



Corporation

# COOPER PARRY & UN SDG GOALS

ESG INITIATIVE	LINKED SDGS
NET ZERO TARGETS	  <b>SDG 7: Affordable and Clean Energy</b> <b>SDG 13: Climate Action</b>
B CORP CERTIFICATION	  <b>SDG 8: Decent Work and Economic Growth</b> <b>SDG 12: Responsible Consumption</b>
DIVERSITY & INCLUSION	  <b>SDG 5: Gender Equality</b> <b>SDG 10: Reduced Inequalities</b>
EMPLOYEE WELLBEING	  <b>SDG 3: Good Health and Well-being</b> <b>SDG 8: Decent Work and Economic Growth</b>
SUSTAINABILITY ADVISORY	  <b>SDG 9: Industry, Innovation and Infrastructure</b> <b>SDG 13: Climate Action</b>
COMMUNITY ENGAGEMENT	  <b>SDG 11: Sustainable Cities and Communities</b> <b>SDG 17: Partnerships for Goals</b>
ETHICAL GOVERNANCE	 <b>SDG 16: Peace, Justice and Strong Institutions</b>

# ESG-LINKED FINANCIALS

Cooper Parry has begun integrating ESG into our financial strategy through:

- **Sustainability-Linked Loan:** Tied to carbon reduction targets, offering financial savings reinvested into sustainable initiatives.
- **Carbon Intensity Metric:** 6.0 tCO<sub>2</sub>e per FTE, tracked year-on-year.
- **Training Investment:** £1,785 per FTE on learning and development.
- **Social Investment:** £23,436 donated to charity + 500 volunteer days.



HEALTH  
+ SOCIAL  
CARE

# DATA LINEAGE

A look at how we collate, verify and calculate our data.

STAGE	DESCRIPTION	TOOLS/METHOD	OWNER(S)
1. DATA SOURCE	Utility bills, travel logs, supplier reports, People First Systems	Manual uploads, APIs, spreadsheets	Facilities, Procurement, People First, Finance
2. DATA COLLECTION	Centralised into ESG platform or Excel templates	ESG software Compare your Footprint	Sustainability Team
3. DATA VERIFICATION	Cross-checked against invoices, certifications, or third-party data	Internal audit, third-party assurance with Climate Partner	Finance, ESG Committee (ECO AF)
4. DATA TRANSFORMATION	Converted using DEFRA or GHG Protocol emission factors	DEFRA 2024 conversion factors	Data Analyst, Sustainability Lead
5. CALCULATION	Emissions calculated (e.g. kWh x kg CO <sub>2</sub> e factor)	Excel, Power BI, or ESG software	Sustainability Analyst
6. REPORTING	Aggregated into dashboards, reports, and disclosures	ESG impact report, carbon reporting, ESOS, SECR	Sustainability Manager

# REPORTING

## ESG DATA REPORTING: ASSUMPTIONS & METHODOLOGICAL DECISIONS (FY25)

Our FY25 ESG data reporting follows the Greenhouse Gas Protocol standards, including the Corporate Accounting and Reporting Standard (2004), Scope 3 Standard (2011), and Scope 2 Guidance (2015). Our emissions inventory is benchmarked against a re-baselined FY23 and applies a 5% materiality threshold across Scopes 1, 2 and 3.

## REPORTING FRAMEWORK

**Period:** FY25 (01/05/2024 – 30/04/2025)

**Boundary:** All entities under operational control, including acquisitions in the last 12 months

**Consolidation:** Operational control

**Method:** Market-based and location-based

**Intensity Ratio:** Emissions per Full-Time Equivalent (FTE)

## KEY ASSUMPTIONS & ESTIMATIONS

Gas (Scope 1): Estimated based on leased floor area where whole-building data was provided by landlords.

Electricity (Scope 2): Prioritised AMR and manual readings; where unavailable, estimates were made using floor area or comparable sites.

## EMISSION FACTORS

UK Government (BEIS/DEFRA 2023 & 2024)

WRI/WBCSD GHG Protocol

## SCOPE 3 CATEGORIES:

Purchased Goods & Services: Spend-based methodology using industry and location-specific emission factors; suppliers active in multiple sectors were assigned the most relevant category.

Capital Goods: Reclassified to include IT equipment in FY24 for alignment with financial accounts; estimations based on unit purchases or spend categories.

Business Travel: Expanded to include credit card and expense data; spend-based estimates applied where distance/class data was unavailable.

Employee Commuting: Based on survey data extrapolated across workforce, includes homeworking emissions.

Waste: Bin volume and disposal method estimated; excludes serviced offices.

Upstream Leased Assets: Water, waste, and gas apportioned by floor space or proxy data; electricity estimated similarly.

Downstream Leased Assets: No emissions reported in FY25 due to the end of subletting.

## DATA QUALITY NOTES

All estimations and exclusions are documented per category.

Methodologies are reviewed annually and updated to reflect operational changes and improved data availability.

A full methodology and emissions factor database is available on request.

# REPORTING METHODOLOGY

After wading through the ESG reporting alphabet soup, we chose to align our Impact Report with the World Economic Forum's (WEF) framework.

## WHY WEF?

- The framework is clear, concise and easy to apply – ideal for companies beginning their ESG reporting journey, and mature companies looking to highlight how their approach is distinctive, ambitious and progressive.
- Built exclusively on existing standards and frameworks, notably GRI and the Sustainable Development Goals (SDGs), WEF proposes 55 metrics spread across 4 pillars, covering 18 topics. 18 of these metrics aren't relevant to CP, and of the 37 relevant metrics, we're reporting fully against 28, partially against 4, and not yet reporting against the remaining 5. Please see WEF Report [HERE](#).
- The WEF IBC metrics specifically address investors' needs and allow us to demonstrate our sustainable business performance and long-term value creation to stakeholders in a clear, comparable way.

## PRINCIPLES OF GOVERNANCE



A company's purpose, governance and accountability. This pillar includes metrics in relation to how companies set purpose, are governed responsibly and manage risks.

- Governing purpose
- Quality of governing body
- Stakeholder engagement
- Ethical behaviour
- Risk and opportunity oversight

## PLANET



A company's role in protecting the planet to support the needs of current and future generations. Metrics include greenhouse gas (GHG) emissions, TCFD implementation, lead projection and water consumption and withdrawal in water stressed areas.

- Climate change
- Nature loss
- Fresh water availability
- Air pollution
- Water pollution
- Solid waste
- Resource availability

## PEOPLE



A company's responsibility to its people in creating diverse, safe and inclusive workplaces. Metrics include diversity and inclusion, pay equality, safety, training and human rights.

- Dignity and equality
- Health and well-being
- Skills for the future

## PROSPERITY



A company's role in furthering economic, technological and social progress for its communities. Metrics include employment, taxes paid and research and development expenditure.

- Employment and wealth generation
- Innovation of better products and services
- Community and social vitality

Here, we chose to cover the same 5 Impact Areas that B Corp focuses on:

- Governance
- Environment
- Community
- Customers
- People

Everything we do fits neatly into one of these 5 pillars. So, they felt like the best way to measure and show our impact in a way that leaves no stone unturned.

## PERFORMANCE AREAS

### GOVERNANCE

THEME	AIM	PROGRESS
ESG Training	All new CP employees to be ESG trained.	We have made our Sustainability Induction training mandatory across the business for all new starters. This has now been designed and uploaded onto our People First portal for onboarding.
	All CP employees to complete Carbon Literacy training.	We missed the mark on delivering this into CP across FY25. However, we are working on designing a new course that is aligned to the Carbon Literacy Project, with identified employees as mandatory trainees, alongside a wider course for all CP workers, and we have gained one certified member from the Carbon Literacy Project.
	Upskilling the wider audit team beyond those individuals who are already experienced in this area.	A full report and proposal have been submitted for future audit upskilling in the areas of ESG, identifying the relevant frameworks and areas to look out for in the future.
B Impact Assessment	Continually improve our B Impact Assessment Score and maintain the B Corp values.	We continued to measure our impact against the B Corp framework and estimated a score of 95 in FY24. We have worked even harder and have resubmitted for recertification with an estimated 104 points. We'll receive confirmation on this in February 2026.
Risk and Compliance	Establish a firm risk appetite statement and dashboard.	CP Wealth now has an established risk appetite statement and regular reporting against a set of risk metrics.  Progress across the wider firm has been slower, given the acquisition activity. A risk heat-map is reviewed quarterly, and the appointment of a Senior Risk Manager has taken place to help drive progress in this area. We plan to have this in place for the start of FY27 (1 May 2026).
	Continue to invest in the Risk and Compliance team to ensure it remains sufficiently resourced to support the firm's growth.	CP's wider Risk team now comprises 15 people with further recruitment planned.  The team has now assumed responsibility for technical training following the move of the Director of Technical Training to the team.
	Maintain best-in-class audit quality and AML compliance.	All audit RIs were subject to external cold file review, and the findings from these reviews were shared and informed our training plans.  We had two monitoring visits from ICAEW during the period. Also an internal focused file review programme commenced, and the results were shared widely with the RI group and audit team.  Internal file reviews also looking at Know Your Client (KYC) procedures, have rolled forward to the second half of FY26.
	Successful completion of ISO27001 certification.	ISO 27001 & 9001 implementation is progressing well. Around 70% complete, with phase one audit scheduled for March 2026.
	Successfully integrate a query management system across the team.	During the year, we implemented a central query monitoring system. All audit technical, corporate reporting, ethics and onboarding queries are collated and triaged centrally.  We're able to monitor the nature of queries being received and compile FAQs and inform training needs from common themes arising.

PERFORMANCE AREAS

**ENVIRONMENT**

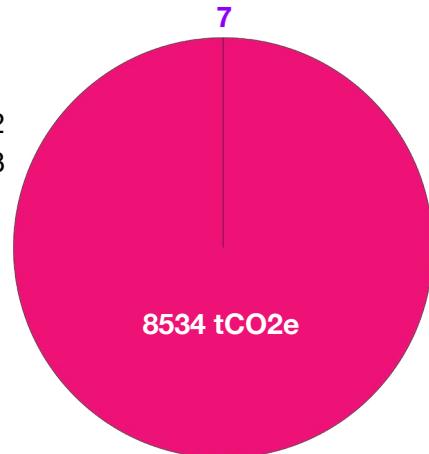
THEME	AIM	PROGRESS
Net Zero	Have a fully approved 1.5°C aligned science-based Net Zero target (including near term targets).	Our SBTi targets have been fully approved both near term and long term. We will reach Net Zero by 2045.
	Complete transparency on targets and progress against it.	As part of the SBTi submission, work is ongoing to establish clear reduction targets for material areas in Scopes 1 and 2 and Categories 5 and 6. These focus on waste and company travel within our Scope 3. We have also aligned this with our financial restructuring with Lee Equity Partners and our sustainability-linked loan.
	100% renewable energy powered.	Every CP office is now on a renewable energy contract, including all acquisitions in this financial year.
Waste	Zero waste to landfill.	We have received a full year's data on what and where our waste is going, with additional acquisitions, many on leased premises. We are now in the process of creating our zero-waste-to-landfill target plan.
Electric Vehicles	Increase the number of employees using the Electric Vehicle salary sacrifice scheme.	We now have 4 charging points at our Sky View HQ for employees and visitors to use free of charge, and plans to add 4 more in the near future.  We have an incredible and young diverse group of employees, and as such, many are not at the stage for vehicle salary sacrifice, but we continue to promote this service and have also added pre-loved cars to the offering.  We have increased those on the EV salary sacrifice from 35 to 54, with another 11 using Hybrid vehicles.
Solar Power	Install solar energy at the head office in Castle Donington.	A full business case has been submitted and approved for solar panels to be fitted in the next financial year.



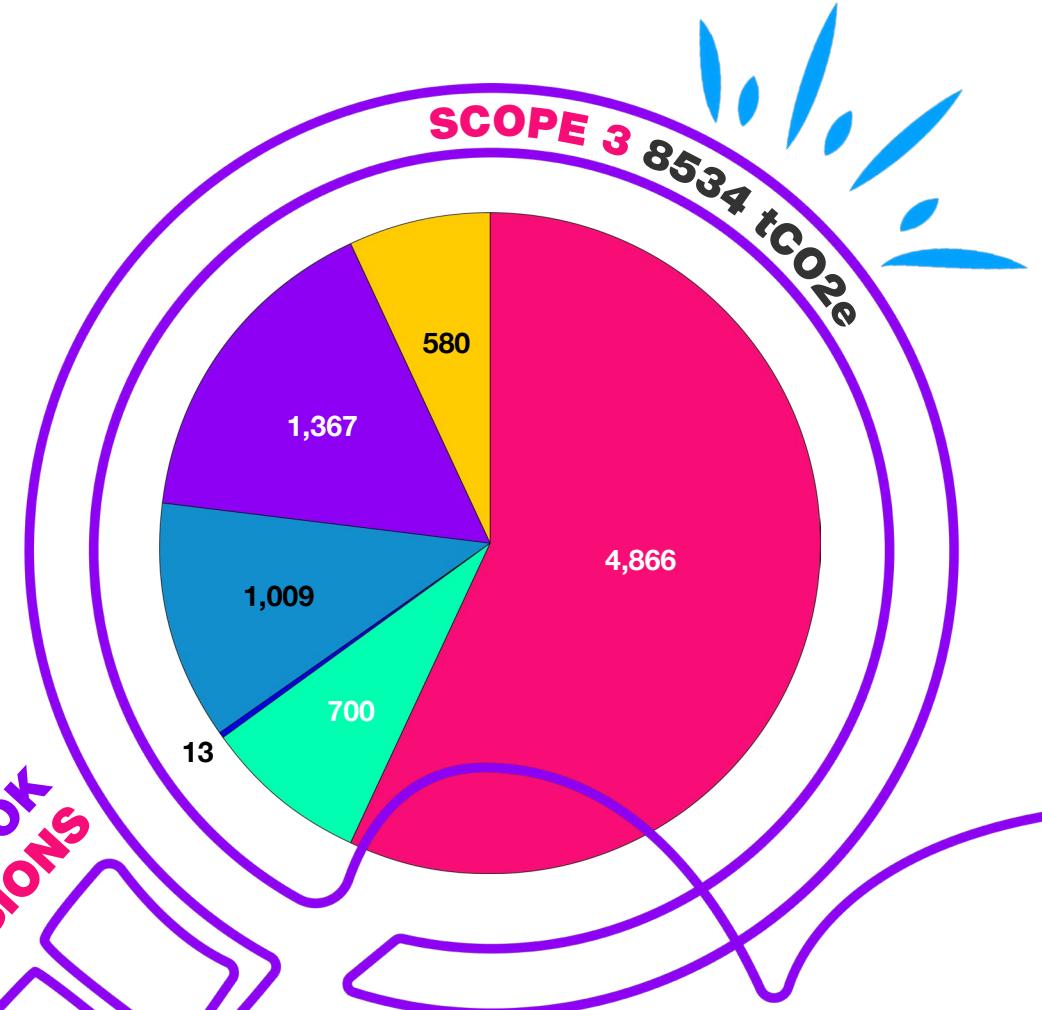
For FY25, our total carbon equivalent emissions were 8541 tCO<sub>2</sub>e. 99.9% is made up of Scope 3 emissions, the largest of which is Purchased Goods & Services. FY26 will see us laser focused on how to reduce emissions in our supply chain as we embark on our Net Zero pathway

## TOTAL GHG EMISSIONS

- Scope 1
- Scope 2
- Scope 3



LET'S TAKE A CLOSER LOOK  
AT OUR SCOPE 3 EMISSIONS



- PG&S
- Capital Goods
- Waste
- Business Travel
- Employee Commuting
- Other

# PERFORMANCE AREAS

**COMMUNITY**

THEME	AIM	PROGRESS
Volunteering	Ensure that all employees volunteer for a minimum of one day each year.	We are moving our method of recording from 'On Hand' to an internal measurement tool. More to come on that next year.
	Increase the variety of community projects.	This year we saw so many different community projects on our annual volunteering day, from rugby club clear outs, air ambulance initiatives and bee hive conservation to beach cleaning and food bank assistance.
	Improve on data collection methodology to record ALL volunteering hours across the firm.	Our work from anywhere, anytime policy means sometimes our employees take time off for volunteering, which is not currently recorded. So, we've introduced a measurement in line with booking time off, versus an independent app that we explored.
Suppliers	Ensuring that all our suppliers sign our new Code of Conduct. Continue to assess suppliers, provide training and incentives for social/environmental improvement or switch suppliers where necessary.	We now have a dedicated procurement team, new to Cooper Parry, and we are aligning policies and codes of conduct to ensure B Corp and SBTi are included in our questionnaire and supplier selection. We have identified 1,147 suppliers now aligning to our new system. 76 have completed the onboarding, 115 have completed the code of conduct. We are continuing to integrate over 150 more suppliers, 5 with SBTi targets approved. The procurement team are now equipped with essential SBTi advice and guidance on how to support our suppliers. Our next mission is to identify our Top 50 suppliers by emissions to align with our SBTi targets. This will trigger potential supplier re-negotiations. Our new Travel Provider will go live next year.
Charity	Continue to fundraise and donate to our chosen charity of the year every year.	We collectively voted for the CP charity of the year to be "Young Lives vs Cancer" and raised a total of £23,436.



PERFORMANCE AREAS

**CUSTOMERS**

THEME	AIM	PROGRESS
<b>Sustainability Advisory</b>	Become leaders in Sustainability Advisory, helping clients achieve their sustainability goals.	We have built momentum on external sustainability advisory and have started to build out plans for wider reach. We work with various clients using our carbon footprint calculator. We have delivered and supported various clients on carbon, SBTi, B Corp and ESOS standards and frameworks.
<b>Shared client values</b>	To identify and expand the number of clients that share the same ESG values as us.	We have moved to SalesForce (an SBTi aligned supplier) to tag which clients are B Corp certified or hold a similar ESG certification. We are proud to say that we work with 28 B Corps – 7 more since FY24.
<b>Net Promoter Score</b>	Ensure our clients are happy by maintaining our NPS score.	Successfully managed to maintain our ‘world-class’ NPS score of 68 since FY24.



# PERFORMANCE AREAS

**PEOPLE**

THEME	AIM	PROGRESS
DE&I Committee	To have a thriving committee with diverse representation that runs campaigns to drive positive change in the business.	We launched CP Networks and successfully ran awareness campaigns around Endometriosis, SEB podcasts and personal stories of Pregnancy Loss. 15 Workplace Needs Assessments were carried out and we supported over 50 neurodivergent individuals. Introduced 345 people to the foundations of DE&I through induction training & Launchpad. Launched CP Networks – over 100 CPers are now involved in at least one of our 5 Networks.
Policies	Alignment and Approval.	All policies are now aligned with the wider Cooper Parry Policies and Procedures project for sign-off and alignment. Collaborated with the Code of Conduct project.
DE&I Training	This year will include an international lens on DE&I. Have an increase in colleagues from ethnic minorities.	Created the 2025 DEI Survey Report to measure our progress and international focus. Created & Delivered Behaviour at Work training. Delivered specialised DE&I training to the Deals Team, and induction training in Reading and Manchester. Delivered specialist DE&I Training to Recruitment Team; Supported the development of the Outreach Programme; Delivered DE&I talks as part of Assessment Centres.



# WE'RE APPROVED. BUT WHAT IS SBTi?

The Science Based Targets initiative (SBTi) is a corporate climate action organisation that enables companies and financial institutions worldwide to play their part in combating the climate crisis.

SBTi develop standards, tools and guidance which allow companies to set greenhouse gas (GHG) emissions reductions targets in line with what is needed to keep global heating below catastrophic levels and reach Net Zero by 2050 at the latest.



## OVERALL NET ZERO TARGET:

Cooper Parry commits to reach Net Zero greenhouse gas emissions across the value chain by FY2045.

## NEAR-TERM TARGETS:

Cooper Parry commits to reduce absolute Scope 1 GHG emissions by 42% by FY2030 from a FY2023 base year.

Cooper Parry also commits to increase active annual sourcing of renewable electricity from 63% in FY2023 to 100% by FY2030. Cooper Parry commits to reduce Scope 3 GHG emissions from waste generated in operations and business travel by 51.6% per FTE by FY2030 from a FY2023 base year.

Cooper Parry further commits that 70% of its suppliers by emissions covering purchased goods and services and capital goods, will have science-based targets by FY2029.

## LONG-TERM TARGETS:

Cooper Parry commits to reduce absolute Scope 1 and 2 GHG emissions by 90% by FY2045 from a FY2023 base year. Cooper Parry also commits to reduce scope 3 GHG emissions by 97% per FTE within the same timeframe.

So, what's next? We're working on our plans to reach Net Zero by 2045. We're looking at energy management systems, solar panels at our Sky View HQ, and EV charging, alongside all our energy contracts, while fully scoping out our Scope 3 suppliers by emissions, so we can collaborate in our Net Zero journey.

# SUCCESS METRICS

METRIC	FY25	DESCRIPTION
REVENUE	£157.8m (+73.8%)	Total earned revenue of the group before equity accounting.
B CORP SCORE	Estimated 104 (+20 points)	The B Impact Assessment score measures a company's social and environmental performance.
CPers' HAPPINESS	7.8 (Flat)	Each week, our Hive survey asks our people to rate their week out of 10 and let us know what made it great, or what could be improved.
CLIENTS' HAPPINESS	68	The Net Promoter Score (NPS) measures clients' loyalty and satisfaction levels from -100 to +100. CP's score is deemed 'world-class.'
CARBON INTENSITY METRIC	6.0 (+.3) Our increase has been driven by Scope 3 emissions in rail travel and more waste with increased offices	The total amount of carbon emissions divided by the number of full-time equivalent employees.

# MEET THE BOARD



## ADE CHEATHAM CEO

CEO for over a decade, Ade has steered CP to become the UK and Ireland's most progressive professional services group – bold, fast-moving and deeply committed to people and planet. With a totally transparent vision, we deliver client excellence from 5 superhub workspaces in London, the East Midlands, Manchester, Thames Valley and Birmingham. Inclusive, sustainable and purpose-driven growth is our north star, guiding the journey ahead.



## PHIL ERRIDGE CHIEF OPERATING OFFICER

Developing all the key operational parts of the business, Phil is continually enhancing 'how we do' what we do, seeking to reset industry standards in the process. Phil is also a key advocate for our internal sustainability efforts, embedding them into every process – from energy contracts to supplier codes – and sponsoring activities to support the firm in meeting its environmental and governance aspirations.



## ABI BOWN CHIEF GROWTH OFFICER

Abi leads CP's organic revenue growth strategy via integrated Marketing, Origination & Business Development initiatives. Our growth focuses on impact, not just numbers. And our expansion reflects our values, scaling with purpose and creating opportunities worldwide. Abi is also the Board sponsor for our DE&I Committee, and she played a key role in CP signing the Women in Finance charter.



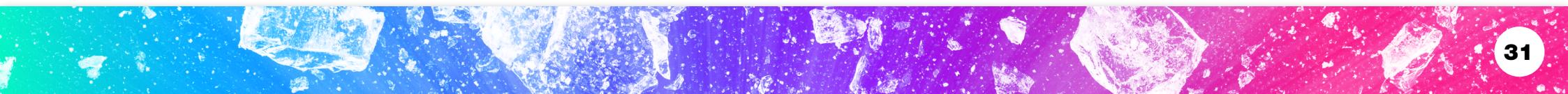
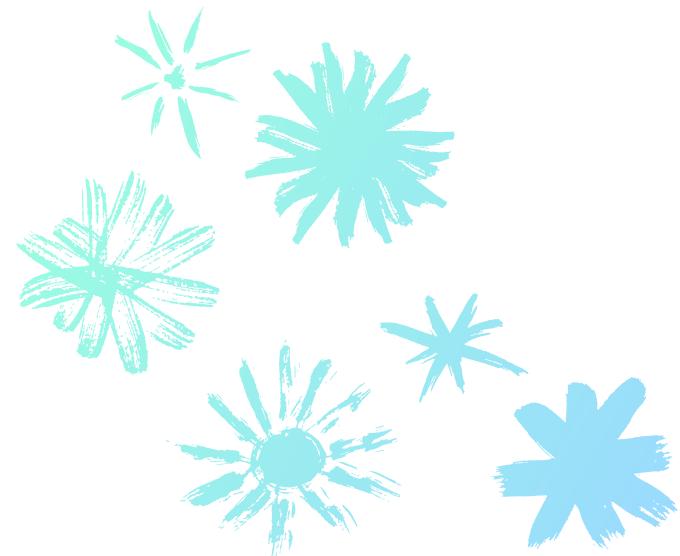
## APRIL HOMER CHIEF PEOPLE OFFICER

April is CP's Head of People & Culture. Responsible for driving CP's superpower: a diverse and inclusive culture where everyone can unlock their unique strengths and thrive. April is a key sponsor and advocate for gender pay equality and CP's family friendly policies. She is also responsible for our people governance and social / community impact, from mental health support to our DE&I networks.



## JAMES PARNELL CHIEF FINANCE OFFICER

The accountant for the accountants, James' role is broad and focuses on overseeing the firm's finances and funding requirements on our accelerated growth journey. He ensures CP's purpose and profit can scale together, driving our financial strategy and playing a key role in initiatives including our sustainability-linked loan and carbon intensity metrics.



# ROCKET LAUNCH HIGHS

## FINANCIAL

In December 2024, we announced a major investment partnership with Lee Equity Partners, marking one of the largest deals in the global accountancy market.

Introduced CP Christmas club to help our people save for Christmas. A net deduction from salary that would be paid back to them in November, ready for that pre-Christmas shopping spree.

Introduced CycleSaver following feedback, which offers a bike sharing subscription for those who do not want to purchase a bike long term through the cycle to work scheme. Subscriptions with Lime, Forest, Beryl and Santander Cycles.

Partnered with Lifetime offering financial support in planning, coaching and unlimited access to their educational hub. 150+ CPers joined the intro call. Within the first month, 39 financial plans were actioned, 107 registrations to the app/desktop were made using our access code. The top 3 topics staff were looking at: Retirement planning, Habits to be a savvy saver, and Cryptocurrency.

## ACQUISITION INTEGRATIONS

UHY Hacker Young Manchester and Haines Watts Reading, adding over 200 employees and boosting projected turnover to £180 million.

Expanding Cooper Parry's footprint in the Northwest, Thames Valley, and enhancing our deals and advisory capabilities.

External analysts described Cooper Parry as a "next-gen professional services firm", with a bold, fast-paced culture and disruptive ethos.

# ROCKET LAUNCH HIGHS

## COMMUNICATIONS

**Award-Winning Approach.** Our internal communication team has been recognised by the Institute of Internal Communications, winning an Award of Excellence.

**CP magic is back.** We've kicked off monthly CP Breakfast Clubs and socials in every office – scoring a solid 4.3/5. Plus, our new Social Committee is firing up fresh energy across our Hubs, keeping the CP spirit alive and thriving.

**Keeping it Lean.** For the second year in a row, our only Internal Comms expenditure has been on our Workshop email platform. Our budget and spending remains significantly lower than the market average as we focus on how we can get the biggest bang for our buck.

**People first.** Our CP audience is growing globally, and as we've evolved, so has our strategy. We're focusing on the channels and engagement tools that are fit for all, with more virtual opportunities to connect and engage.

## INTERNATIONAL

**Started our resourcing hub journey in South Africa** – moving from reliance on variable resource to a more permanent long-term solution, enabling enhanced integration with local teams.

**Acquisition of businesses in the CP Digital space**, growing our offshore reach with teams based in the Philippines.

**Visit to India** to meet with local vendors and our teams, providing an insightful trip into local culture and an opportunity for face-to-face training.

# ROCKET LAUNCH HIGHS

## OUR PEOPLE

We changed the content and format of the Rebel Managers programme to better reflect the needs of colleagues and reflect the way in which we work. It's now a 3-month programme which follows a blended learning approach, mixing in-person and online live workshops and e-learning. 250 people completed the programme. A five-fold increase over FY2024.

We designed a Learning Management System, CP Growth Hub in FY25, with the new system launched in the first week of FY26. CP Growth Hub provides colleagues with 24/7 access to all learning at Cooper Parry and enables the business to record training being completed across the firm accurately. This includes both technical and professional skills training delivered through a range of e learning modules, box sets, masterclass live events, and podcasts.

From 2022 to 2024 we have nearly doubled our intake onto our partner track development programme. This is a programme of up to 2 years where we support people's development to set them up for success as a Partner in CP.

## INCLUSIVENESS

Cooper Parry is a signatory to two major UK initiatives supporting gender equality in business:

### 1. Women in Finance Charter

Launched by: HM Treasury

**Purpose:** To improve gender balance in senior leadership across financial services.

#### Commitments include:

- Setting internal targets for gender diversity at senior levels.
- Assigning an executive sponsor for gender inclusion.
- Publishing progress annually.

ROLE	CP CURRENT POSITION AUGUST 2025			CP TARGET 2027
	NEW	LEGACY	TOTAL	
SENIOR MANAGERS & ABO	35%	48%	43%	50%
PARTNER & ASSOCIATE PARTNER	28%	31%	30%	35%

# ROCKET LAUNCH HIGHS

## DIGITAL & TECHNOLOGY

Implementation of Privileged Identity Management and reducing our data footprint by cleaning up unused/ageing SharePoint/Teams sites.

Centralised incident and event reporting and standardising our approach to supplier management and onboarding (Procurement).

Developing and implementing an enterprise risk register and standardising our approach to risk management.

Streamlining the handling of employee onboarding/offboarding through the integration of People First.

LED installation at our Head Office in Sky View, as part of our ESOS commitments.



# CRASH LANDING LOWS

Struggling to gain **efficiencies in offshore workflows** due to acquiring multiple vendors, processes and ways of working.

**Travel Provider RFP:** Sadly, we are still behind on this transition, but we have chosen a new provider and integrated ESG metrics during our decision-making process.

While our FY24 Impact Report celebrated progress, we also acknowledged ongoing **challenges in supplier engagement** and Scope 3 emissions tracking.

Still working toward our **SBTi supplier engagement target**, which remains a stretch goal.

Our zero **Waste to Landfill** needs additional data transparency on a small % of waste to energy (burning) vs recycling.

With all our acquisitions, moving to a **30-hour work week** continues to prove challenging as we bring people into the CP culture. This is part of a broader strategy to balance productivity and wellbeing, and we're learning as we scale.

We are yet to integrate **zero plastics** across CP-controlled offices, but as we work on our net-zero pathway, we will assess whether this drives enough impact versus other initiatives.

**Whilst we've made progress, there is, and always will be, so much more to be done in terms of sustainability, but we never shy away from a challenge.**

# APPENDIX

NOW FOR THE SMALL PRINT

## **CARBON INVENTORY FY25**



# CARBON INVENTORY FY25

<b>Protocol applied</b>	Greenhouse Gas Protocol, a Corporate Accounting and Reporting Standard (revised edition, 2004); and Corporate Value Chain (Scope 3) Standard
<b>Baseline year</b>	FY23 (01/05/22 - 30/04/23) This has been updated for rebaselining against our FY23 entries and will be continued to be measured against the FY23 baseline moving forward.
<b>Reporting period</b>	FY25 (01/05/24 - 30/04/2025)
<b>Report frequency</b>	Annually
<b>Consolidation approach</b>	Operational control
<b>Boundary summary</b>	All entities and all facilities either owned or under the operational control of Project Rebelution Topco Limited (hereafter 'CP' , 'Cooper Parry'). This excludes any acquisitions within the last 18 months in conjunction with Cooper Parry's base year recalculation policy. Where the structural, methodological or boundary changes result in Group Scope 1 and 2 or 3 changing by more than 5% Which is aligned to the GHG protocol to "consistently track emissions over time, companies shall recalculate base year emissions when significant changes in company structure or inventory methodology occur".
<b>Materiality threshold</b>	A materiality threshold was set at a consolidated CP level at 5% for Scopes 1, 2, and 3
<b>Intensity ratio</b>	Emissions per Full Time Equivalent (FTE)
<b>Reporting method</b>	Both market based and location based
<b>Emission factors data sources</b>	<p><b>We have measured and reported our greenhouse gas emissions using the following guidelines, protocols and conversion factors:</b></p> <ol style="list-style-type: none"> <li>1. HM Government, <i>Environmental Reporting Guidelines: including streamlines energy and carbon reporting</i>, March 2019</li> <li>2. WRI/WBSCD <i>The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)</i></li> <li>3. WRI/WBSCD <i>The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard</i>, September 2011</li> <li>4. WRI/WBSCD <i>The Greenhouse Gas Protocol: Scope 2 Guidance, An Amendment to the GHG Protocol Corporate Standard</i>, 2015</li> <li>5. UK Government <i>GHG Conversion Factors for Company Reporting (Year 2024, superseded on 10/06/2025, Version 1.1) – DBEIS/DEFRA</i></li> <li>6. UK Government <i>GHG Conversion Factors for Company Reporting (Year 2025, valid until 10/06/2026, Version 1.0) – Department for Energy Security and Net Zero (DESNZ)</i></li> <li>7. LCA Factors: proprietary information</li> <li>8. Exiobase Factors: proprietary information</li> <li>9. <i>Detailed Emission Factors Database and Calculations Methodology and Policy available on request</i></li> </ol>

**Cooper Parry reported on carbon emissions in line with the GHG Protocol classifications as follows:**

SOURCE	DESCRIPTION
<b>DIRECT EMISSIONS (SCOPE 1)</b>	Emissions from sources that we own or control & fugitive emissions
<b>INDIRECT EMISSIONS (SCOPE 2)</b>	Indirect emissions from the generation of purchased electricity: electricity consumption (both location and market-based)
<b>INDIRECT EMISSIONS (SCOPE 3)</b>	Indirect operational emissions: Scope 3 Categories 1-8 & 13. Remaining Scope 3 Categories 9-12 & 14-15 are not applicable to CP's operations.

REPORTED METRIC	DEFINITION AND SCOPE	METHODOLOGY AND ANY APPLICABLE ESTIMATIONS
<b>SCOPE 1</b>		
<b>Owned vehicle fleet</b>	Carbon emissions associated with the fuel consumption by the CP's owned vehicle fleet.	Cooper Parry have a policy to have no owned fleet. There are no estimations for the data. There are no exclusions for this data.
<b>Gas</b>	Carbon emissions associated with natural gas consumption by CP's controlled offices.	Gas usage data was obtained by landlords that related to the whole property. An estimation of the consumption by CP was then made against the area of the property comparative the area of Cooper Parry's leased site based on square footage. There are no exclusions for this area.
<b>Fugitive emissions</b>	Carbon emissions associated with the intentional or unintentional releases of gases.	There are no estimations for this data. There are no exclusions for this data.
<b>SCOPE 2</b>		
<b>Electricity</b>		<p>Electricity consumption data is obtained in the following priority:</p> <ol style="list-style-type: none"> <li>1. Automatic Meter Readers (AMR) which take readings of consumption data on a repeated, periodic basis.</li> <li>2. Manual meter readings taken by local building management teams.</li> <li>3. Consumption data as provided by utility providers/landlords. This is a lower priority as utility billing often considers significant estimations if Cooper Parry is not the sole occupant of measured building.</li> </ol> <p>To convert the consumption data into emissions, two methods are used:</p> <ol style="list-style-type: none"> <li>1. The location-based method involves using an average emission factor that relates to the UK grid from which electricity is drawn. Emission factors are applied to the data and updated annually to reflect the latest guidance and factors published by BEIS.</li> <li>2. The market-based method involves deriving emission factors from contractual instruments, which include any type of contract between two parties for the sale and purchase of energy bundled with attributes about energy generation, or for unbundled attribute claims. This can include energy attribute certificates, direct contracts and supplier-specific emission rates.</li> </ol> <p>Consumption data is combined with details on amount of renewable energy or supplier specific energy purchased. Where any renewable energy is purchased, an emission factor of zero is applied to this portion of electricity. The remaining non-renewable electricity will have the UK BEIS factor applied. There are no exclusions for this data.</p>

REPORTED METRIC	DEFINITION AND SCOPE	METHODOLOGY AND ANY APPLICABLE ESTIMATIONS
<b>SCOPE 3</b>		
<b>Category 1: Purchased Goods and Services (PG&amp;S)</b>	Emissions related to the energy purchased and consumed in the reporting year that are not included in Scope 1 or Scope 2.	<p>Fuel and energy related activities consumption data is obtained in the following priority:</p> <ol style="list-style-type: none"> <li>1. Automatic Meter Readers (AMR) which take readings of consumption data on a repeated, periodic basis.</li> <li>2. Manual meter readings taken by local building management teams.</li> <li>3. Consumption data as provided by utility providers / landlords. This is a lower priority as utility billing often considers significant estimations if Cooper Parry is not the sole occupant of measured building.</li> </ol>
<b>Category 2: Capital Goods</b>	Emissions related to transportation and distribution of goods purchased by Cooper Parry.	<p>Estimation of emissions for capital goods by collecting data on the economic value of goods and services purchased and multiplying it by the relevant industry average emissions factors. Where suppliers have been used in non-UK locations proprietary emissions factors have been used to account for the emissions contributions in the local climate.</p> <p>Estimations: For suppliers active in more than one industry the most applicable industry to CP usage has been used. There are no exclusions for this data.</p>
<b>Category 3: Fuel and energy related activities</b>	Emissions related to the energy purchased and consumed in the reporting year that are not included in Scope 1 or Scope 2.	<p>Fuel and energy related activities consumption data is obtained in the following priority:</p> <ol style="list-style-type: none"> <li>1. Automatic Meter Readers (AMR) which take readings of consumption data on a repeated, periodic basis.</li> <li>2. Manual meter readings taken by local building management teams.</li> <li>3. Consumption data as provided by utility providers / landlords. This is a lower priority as utility billing often considers significant estimations if Cooper Parry is not the sole occupant of measured building.</li> </ol> <p>There are no exclusions for this data.</p>
<b>Category 4: Upstream Transportation &amp; Distribution</b>	Emissions related to transportation and distribution of goods purchased by Cooper Parry.	<p>For FY23 we do not account separately for Upstream Transportation &amp; Distribution because we did not yet have an efficient method of capturing the transportation costs.</p> <p>In FY25 continued efforts have been made to differentiate upstream transportation and distribution where possible, such as our Royal Mail contract (and similar postage). Where a separation has been identified we have applied emission factors on a spend-based method. There still remain categories such food &amp; drink or stationery goods delivered that could not be separated from PG&amp;S.</p>
<b>Category 5: Waste Generated in Operations</b>	Emissions to third-party disposal and treatment of waste generated in our owned or controlled operations in the reporting year. This category includes emissions from disposal of both solid waste and wastewater.	Data includes a mix of estimations and actual invoices including recycled and waste to energy, and excludes serviced offices.

REPORTED METRIC	DEFINITION AND SCOPE	METHODOLOGY AND ANY APPLICABLE ESTIMATIONS
<b>SCOPE 3 (continued)</b>		
<b>Category 6: Reimbursed vehicle distance / fuel used</b>	Emissions associated with employee reimbursed vehicle distances travelled/fuel cards usage.	<p>Reimbursed vehicle data is collated through the expense system. Employees will submit an expense claim that will contain details of the mileage, type of car (fuel type and engine size) and distance travel. Reimbursement is provided as a fixed cost per mile as per the cited vehicle type.</p> <p>For expenses claimed through fuel cards, the total usage of fuel is pro-rata based on the business use % and calculated against emission factors per type of fuel used.</p> <p>Emission factors are applied to the data and updated annually to reflect the latest guidance and factors published by BEIS (UK).</p> <p>There are no exclusions for this metric.</p>
<b>Category 6: Train and air travel</b>	Emissions associated with employee train and air travel.	<p>During FY23 we accounted for business travel by train or air only if bookings were made through our Business Travel Partner. Our data collection method meant that any train and air travel booked through credit card or though employee expenses was excluded.</p> <p>In FY25 we expanded our inventory to include rail and air travel booked outside the Business Travel Partner Platform. Calculation for flights include radiative forcing and WTT values as per BEIS emission factors.</p> <p>There are no exclusions for this data.</p>
<b>Category 6: Taxi</b>	Emissions associated with employee taxi journeys.	<p>In FY23 we did not report on taxi travel because we did not have an efficient method of capturing information. However in FY24 we have applied a spend-based methodology from employee expense claims and credit cards to be included in the Category 6: Business Travel: Road for a more complete inventory.</p> <p>There are no exclusions for this data.</p>
<b>Category 6: Hotel stays</b>	Emissions associated with employee train and air travel.	<p>We have three sources for hotel stays: internal expense system, hotel bookings made from our travel partner and credit card bookings.</p> <p>The credit card expenses do not include number of nights, but just the £ spent. We have therefore assumed an average price per night and calculated emissions based on this assumption and using BEIS data.</p> <p>In respect of travel partner data and internal expense system, we have used the data to show the number of nights and location as provided by our travel partner/reimbursement software. Calculated in line with DEFRA methodology.</p> <p>Estimations: There are estimations made on the spend based methodology.</p> <p>There are no exclusions for this metric.</p>
<b>Category 3 &amp; 6: WTT</b>	Well to tank or 'WTT' factors account for the emissions associated with extracting, refining, and transportation of raw fuel to the vehicle, asset or process under scrutiny.	<p>Follows the same methodology as per the respective reported metric.</p> <p>Emission factors are applied to the data and updated annually to reflect the latest guidance and factors published by BEIS (UK).</p> <p>There are no exclusions for this data.</p>

REPORTED METRIC	DEFINITION AND SCOPE	METHODOLOGY AND ANY APPLICABLE ESTIMATIONS
<b>SCOPE 3 (continued)</b>		
<b>Category 7: Employee commuting</b>	Emissions associated with transportation of employees between their homes and their worksites. We have voluntarily chosen to include emissions from teleworking (ie employees working remotely) in this category.	<p>FY23 is the first year we have included employee commuting. Average-data method was been used. For FY25 an employee survey has used for data on employee commuting methods, distance and number of days commuting. This data was then extrapolated across the number of employees for the best estimation.</p> <p>Estimations: Extrapolated data gather to cover the full number of employees. This process was repeated in FY25 and was expanded to included homeworking stations.</p> <p>There are no exclusions for this data.</p>
<b>Category 8: Upstream leased assets</b>	Emissions associated with the operation of assets leased Cooper Parry not included in Scope 1 and Scope 2.	<p>In FY23 the only data related to electricity used in these assets.</p> <p>For electricity consumption data is obtained as provided by utility providers/landlords.</p> <p>Where Cooper Parry has offices where we do not have sole-occupancy and where sub-metering is not in place, electricity consumption will be apportioned based on the occupied floor area over the total floor area OR estimated by direct comparison to a similar space where we have meter readings.</p> <p>In FY25 the data collection has been expanded to included water usage, waste and gas for a more complete inventory.</p> <p>Data is obtained as provided by utility providers/landlords.</p> <p>Where Cooper Parry has offices where we do not have sole-occupancy, water, wastage and gas consumption will be apportioned based on the occupied floor area over the total floor area OR estimated by direct comparison to a similar space where we have comparable data. Where no comparable data exists, estimations will be made using a proxy against average daily utilisation of each office space.</p>
<b>Category 13: Downstream leased assets</b>	Emissions associated with the operation of assets controlled by Cooper Parry but leased out to other entities not included in Scope 1 and Scope 2.	<p>In FY23 Cooper Parry sublet one of the floors in their offices.</p> <p>Estimation were made for electricity and waste consumption based on direct comparisons to over floors of that office space.</p> <p>In FY25 Cooper Parry no longer sublet any properties.</p>

# FY24 GHG EMISSIONS SUMMARY

GHG emissions data for Cooper Parry LLP		tCO2e		Change from baseline (Note 1)		
EMISSIONS		FY23	FY25	tCO2e	%	Change to Baseline Notes (FY23-FY25)
<b>SCOPE 1</b>	Owned fleet	17.7	0.0	-17.7	-100%	Cooper Parry have acquired companies that previously had owned vehicle schemes. Cooper Parry does not provide employees with company owned vehicles and as such there are no emissions in FY25.
	Gas	3.3	6.9	3.6	111%	Cooper Parry has acquired properties with gas infrastructure. Planned phase out for our 2030 net zero target of properties with gas.
	Fugitive emissions	94.0	0.0	-94.0	-100%	In FY23 we suffered a leak of R410A refrigerant gas in our HVAC system. This was repaired and recharged back into the system. We have now implemented a maintenance policy and as a result no leaks were found during FY25.
	Scope 1 total tCO2e	114.9	6.9	-108.0	-94%	
	Scope 1 total per FTE	0.1	0.0	-0.1	-95%	

<b>SCOPE 2</b>	Electricity (location-based)	139.1	152.9	13.8	10%	Increase in usage at SV – as expected and included c47,000 kWh of EV charge time.
	Electricity (market-based)	226.0	0.0	-226.0	-100%	During FY25 we have maintained a Renewable Energy Guarantees of Origin (REGO) backed energy contract for all of our controlled properties. Going forward all our offices will be powered by renewable energy with plans in place to construct solar panels on our Sky View property.
	Scope 2 total tCO2e (market-based)	226.0	0.0	-226.0	-100%	
	Scope 2 total per FTE (market-based)	0.2	0.0	-0.2	-83%	

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GHG emissions data for Cooper Parry LLP		tCO2e		Change from baseline (Note 1)			
EMISSIONS		FY23	FY25	tCO2e	%	Change to Baseline Notes (FY23-FY25)	
<b>SCOPE 3</b>	<b>Category 1:</b> <b>Purchased Goods and Services (PG&amp;S)</b>	2642.9	4865.8	2222.9	<b>98%</b>	<p>PGS Emissions have increased due to additional expenditure during this period of expansion. We have continued to grow during FY25.</p> <p>A majority of the increase is due to our rapid expansion and some acquisition related costs that could not be separated. Some examples of material increases below:</p> <ul style="list-style-type: none"> <li>– Education &amp; training (due to continued upskilling of a growing staff): increase of 107 tCO2e</li> <li>– Employment costs (to support this period of growth): increase of 530 tCO2e</li> <li>– Financial services (due to support for investments and tax): increase of 234 tCO2e</li> <li>– Health insurance (due to increased employee headcount): increase of 291 tCO2e</li> <li>– Food and drink (due to increased employee headcount): increase 499 tCO2e.</li> </ul>	
	<b>Category 2:</b> <b>Capital Goods</b>	144.4	699.9	555.5	<b>385%</b>	<p>During the year we upgraded supplied all new employees with upgraded tech including phones and laptops.</p> <p>We also upgraded our facilities in our Manchester, Reading and Birmingham locations.</p> <p>Significant investment in our IT systems due to the growth.</p>	
	<b>Category 3:</b> <b>Fuel and energy related activities</b>	45.8	14.0	-31.8	<b>-69%</b>	<p>Although the use of renewable electricity does decrease related emissions such as Category 3, there are still transmission costs associated with receiving the electricity.</p>	
	<b>Category 4:</b> <b>Upstream transportation &amp; distribution</b>	Included in PG&S	101.5	101.5	<b>100%</b>	<p>In FY25 continued efforts have been made to differentiate upstream transportation and distribution where possible, such as our Royal Mail contract (and similar postage). There still remain categories such food &amp; drink or stationery goods delivered that could not be separated from PG&amp;S.</p>	

Continued on next page

GHG emissions data for Cooper Parry LLP		tCO2e		Change from baseline (Note 1)		
EMISSIONS		FY23	FY25	tCO2e	%	Change to Baseline Notes (FY23-FY25)
<b>SCOPE 3 continued</b>	<b>Category 5: Waste generated in operations</b>	23.2	13.3	-9.9	<b>-43%</b>	Reduced due to more accurate data based on waste amount rather than spend on waste removal.
	<b>Category 6: Business travel (includes WTT emissions)</b>	1616.9	1008.6	-608.4	<b>-38%</b>	See below individual categories for details.
	<b>Travel by road</b>	1273.3	682.4	-590.8	<b>-46%</b>	In FY23 the methodology was largely down to employee expenses based on spend. In FY25 we have better data capturing and travel by road in employee owned vehicles with more data based on engine size, fuel type and distance travelled.
	<b>Travel by rail</b>	44.7	66.6	21.9	<b>49%</b>	We continue to educated employees on rail being the lowest carbon form of travel easily available for transport across long distances. This is compounded by our increasing demographic presence across the UK being supported by the rail infrastructure as we continue to grow.
	<b>Travel by air</b>	241.3	179.1	-62.2	<b>-26%</b>	Our data capture for air travel has been improved as we move away from the spend based calculation to distance and seat class calculation.
	<b>Travel by sea</b>	0.0	0.3	0.3	<b>100%</b>	No travel by sea in FY23.
	<b>Hotel stays</b>	57.6	80.1	22.6	<b>39%</b>	For successful integration as we've grown in operational bases across the UK employees are required to travel more which has lead to an increased number of hotel stays in the UK. Our data capture is improving on this from a spend based methodology to a location and duration methodology.

Continued on next page

GHG emissions data for Cooper Parry LLP		tCO2e		Change from baseline (Note 1)		
EMISSIONS		FY23	FY25	tCO2e	%	Change to Baseline Notes (FY23-FY25)
<b>SCOPE 3 continued</b>	<b>Category 7: Employee commuting</b>	1223.9	1366.6	142.8	<b>12%</b>	Commuting from employees has increased as 2023 was still recovering from the covid pandemic, this has been largely offset by reduced homeworking emissions.
	<b>Category 8: Upstream leased assets</b>	450.9	464.6	13.7	<b>3%</b>	Our leased assets have been using more electricity in FY25 by 58% however this has been largely offset by our reduced reliance on gas decreased by 57%.
	<b>Category 13: Downstream leased assets</b>	17.7	0.0	-17.7	<b>-100%</b>	In FY23 Cooper Parry sublet one of the floors in their offices. In FY25 Cooper Parry no longer sublets any properties.
	<b>Scope 3 total tCO2e</b>	6165.6	8538.1	2372.5	<b>38%</b>	See above individual categories for increase explanation.
	<b>Scope 3 business travel by FTE</b>	1.4	0.7	-0.7	<b>-51%</b>	
	<b>Scope 3 total per FTE</b>	5.4	5.9	0.5	<b>10%</b>	See above individual categories for increase explanation.
<b>GHGs TOTAL</b>	<b>Total Gross GHG emissions tCO2e</b>	6506.4	8544.9	2038.5	<b>31%</b>	See above individual categories for increase explanation.
	<b>Certified Emission Reductions (CERs)</b>	-57.0	0.0	57.0		Cooper Parry has a policy to not offset at this stage but rather continue to invest in decarbonisation measures. However in FY23 in order to counteract the increase in use of non-renewable energy due to supplier issues in Scope 2 Electricity market-based the decision was made to offset in respect to this issue. The supplier issue has been resolved and we are now on a REGO backed green energy certificate across all buildings presented in the report.
	<b>Total Net emissions tCO2e</b>	6449.4	8544.94	2095.5	<b>32%</b>	See above individual categories for increase explanation.
	<b>Total net GHG emissions per FTE</b>	5.7	5.9	0.3	<b>5%</b>	See above individual categories for increase explanation.

# APPENDIX

THE FINER DETAILS

**WEF REPORT**



# WEF CORE METRICS



Full disclosure



Partial disclosure

GOVERNANCE		
WEF INDICATOR	COOPER PARRY	DISCLOSED
<b>GOVERNING PURPOSE</b>		
<b>SETTING PURPOSE</b> The company has a stated purpose, as the expression of the means by which a business proposes solutions to the economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	See "Our Values" and "Sustainability Statement"	✓
<b>QUALITY OF GOVERNING BODY</b>		
<b>GOVERNING BODY COMPOSITION</b> Composition of the highest governance body and its committees by: competencies relating to economic, environmental, and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.	See "Meet the Board"	✓
<b>STAKEHOLDER ENGAGEMENT</b>		
<b>MATERIAL ISSUES IMPACTING STAKEHOLDER</b> A list of the topics that are material to key stakeholders and the company, how the topics were identified, and how the stakeholders were engaged.	See "Impact Areas"	✓
<b>ETHICAL BEHAVIOUR</b>		
<b>ANTI-CORRUPTION</b> Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures, broken down by region	1140 team members (including our board members) were trained on anti-corruption policies and procedures. All our tier one supply chain received information on our anti-corruption policies across all regions. CP also provides all employees with annual or on-going training in independence matters. All employees are required to complete a monthly compliance confirmation, whereby they confirm their compliance with relevant aspects of the firm's independence policy, including their own personal independence. This includes all new acquisitions.	✓
(a) Total number and nature of incidents of corruption confirmed during the current year but related to previous years (b) Total number and nature of incidents of corruption confirmed during the current year, related to this year	Zero Zero	✓

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GOVERNANCE		
WEF INDICATOR	COOPER PARRY	DISCLOSED
Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.	The firm maintains the highest standards of conduct and ethical behaviour. Our employees are aware of the actions and behaviours that are expected of them when representing the firm. We have clear employment policies and procedures in place which everyone is required to comply with. As a Regulated Firm we comply with ICAEW, HMRC and FCA Regulations, and our teams are fully aware of their professional bodies' requirements. We offer regular compliance updates from internal and external sources to ensure that our knowledge remains current.	✓
<b>A DESCRIPTION OF INTERNAL AND EXTERNAL MECHANISMS FOR:</b> Seeking advice about ethical and lawful behaviour and organizational integrity.	We are an ICAEW member firm, therefore we adhere to <b>ICAEW Code of Ethics</b> and rely on them as a source of advice where necessary.	✓
Reporting concerns about unethical or lawful behaviour and organizational integrity.	The firm encourages all employees, partners and contractors to report any concerns they have around the conduct of others in the business and any wrongdoings they witness or suspect. Our teams can make a confidential disclosure via our Whistleblowing helpline. The helpline is managed externally via our Employee Assistance Programme. All reports are made anonymously and remain confidential. Our Whistleblowing policy gives further information.	✓
RISK AND OPPORTUNITY OVERSIGHT		
<b>INTEGRATING RISK AND OPPORTUNITY INTO BUSINESS PROCESS</b> Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental, and social issues, including climate change and data stewardship.	We conduct annually a review of the effectiveness of the firm's internal processes. This covers all material processes such as financial, operational, compliance and risk management. During the year we have reviewed the principal risks and opportunities facing the firm, including those that would threaten the firm's business model, future performance, solvency or liquidity, and included considerations in respect of ESG. Our principal risks and uncertainties are disclosed as part of our Annual Accounts, available at Companies House.	✓

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PLANET		
WEF INDICATOR	COOPER PARRY	DISCLOSED
<b>CLIMATE CHANGE</b>		
<b>GREENHOUSE GAS EMISSIONS</b> For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO2e): GHG Protocol Scope 1	See "Carbon Emissions"	✓
For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO2e): GHG Protocol Scope 2	See "Carbon Emissions"	✓
Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	See "Carbon Emissions"	✓
<b>TCFD IMPLEMENTATION</b> Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050	We don't currently align our reporting to include the TCFD recommendations. We are however reviewing the feasibility for us to voluntarily report to the TCFD reporting framework in future.  We have approved science-based, near-term and long-term targets and are working towards our net-zero pathway	✓
<b>FRESH WATER AVAILABILITY</b>		
<b>WATER CONSUMPTION AND WITHDRAWAL IN WATER STRESSED AREAS</b> Report for operations where material, mega litres of water withdrawn, mega litres of water consumed and the percentage of each in regions with high or extremely high baseline water stress according to WRI Aqueduct water risk atlas tool.  Estimate and report the same information for the full value chain (upstream and downstream) where appropriate	This disclosure is not relevant for us because the sites we own or lease are not located in a water-stressed area.	✓
<b>NATURE LOSS</b>		
<b>LAND USE AND ECOLOGICAL SENSITIVITY</b> Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).	This disclosure is not relevant for us because the sites we own are not located in or adjacent to protected areas and/or key biodiversity areas.	✓

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PEOPLE		
WEF INDICATOR	COOPER PARRY	DISCLOSED
<b>DIGNITY AND EQUALITY</b>		
<b>DIVERSITY AND INCLUSION (%)</b> Percentage of employees per employee category, per age group, gender and other indicators of diversity (e.g. ethnicity).	<p><b>Per age group:</b>            16-24: 20.21%            25-34: 45.66%            35-44: 18.07%            45-54: 9.85%            55-64: 5.29%            65-74: 0.79%            75-84: 0.11%</p> <p><b>Per gender:</b>            Female: 46.51%            Male: 53.49%</p>	✓
<b>PAY EQUALITY</b> Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men; minor to major ethnic groups; and other relevant equality areas	The firm does not have a gender or ethnicity pay gap, and we have more females than males in management and senior management roles. On top of that, our new and improved maternity/paternity policy and flexible working mean there's never been a better time to be a parent at CP.	✓
<b>WAGE LEVEL (%)</b> Ratios of standard entry-level wage by gender compared to local minimum wage Ratio of CEO's total annual compensation to median total annual compensation of all employees (excluding the CEO).	All our employees are paid at least the equivalent of the national minimum wage, which has been verified by B Lab UK as part of our B Corp certification.	✓
<b>RISK FOR INCIDENTS OF CHILD, FORCED OR COMPULSORY LABOUR</b> An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to type of operation (such as manufacturing plant) and type of supplier; or countries or geographic areas with operations and suppliers considered at risk.	All of our tier 1 supply chain sign our Code of Conduct. By signing the Code of Conduct, our supplier have agreed to comply with all applicable human rights and equality laws and laws prohibiting slavery and human trafficking. This includes specifically to prohibit and refrain from child labour and any kind of forced or involuntary labour within supplier organisations.	✓
<b>HEALTH AND WELLBEING</b>		
<b>HEALTH AND SAFETY</b> The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries, main types of work-related injury; and the number of hours worked GRI:2018 403 – 6 (a)	The health and well-being of our employees is one of our top priorities. We track statistics on Occupational Health and Safety, and there have been 0 fatalities or high-consequence work-related injuries.	✓
An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services and the scope of access provided for employees and workers.	All of our employees have access to disability coverage, life insurance and private supplemental health insurance.	✓
<b>SKILLS FOR THE FUTURE</b>		

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PEOPLE		
WEF INDICATOR	COOPER PARRY	DISCLOSED
<b>TRAINING PROVIDED</b> Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of trainings provided to employees divided by the number of employees).	Learning and development is one of our top priorities for our employees. It is the basis of maintaining an engaged workforce that solves important problems for our clients, whilst allowing us to create shared value in society. Average training time per FTE is 47.5 hours. However, this is an underestimation as this is based on hours logged on timesheets which doesn't account for employees who don't use timesheets. This is not monitored by gender or band as it is made available to all employees without prejudice.	✓
Average training and development expenditure per full time employee.	Total training expenditure is £2,570,899.25, resulting in an average spend of £1785 per full-time employee.	✓
COMMUNITY AND SOCIAL VITALITY		
<b>TOTAL TAX PAID</b> The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes and other taxes that constitute costs to the company, by category of taxes	Corporation tax: £2,887,361 Disallowable VAT: £247,362 National insurance: £6,769,649 PAYE settlement agreement: £202,310 Total taxes: £10,106,682	✓

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PROSPERITY			
WEF INDICATOR	COOPER PARRY		DISCLOSED
EMPLOYMENT AND WEALTH GENERATION			
<b>ABSOLUTE NUMBER AND RATE OF EMPLOYMENT</b> Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.	Age Range	Employees	% Employees
	16-24	200	32.15%
	25-34	262	42.12%
	35-44	92	14.79%
	45-54	46	7.40%
	55-64	21	3.38%
	65-74	1	0.16%
	<b>Total</b>	<b>622</b>	<b>100%</b>
	Female	283	45.50%
	Male	339	54.50%
	<b>Total</b>	<b>622</b>	<b>100 %</b>
Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.	Age Range	Employees	% Employees
	16-24	44	18.18%
	25-34	109	45.04%
	35-44	32	13.22%
	45-54	28	11.57%
	55-64	21	8.68%
	65-74	7	2.89%
	75-84	1	0.41%
	<b>Total</b>	<b>242</b>	<b>100%</b>
	Female	104	42.98%
	Male	138	57.02%
	<b>Total</b>	<b>242</b>	<b>100%</b>

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PROSPERITY		
WEF INDICATOR	COOPER PARRY	DISCLOSED
<b>ECONOMIC CONTRIBUTION</b>	<p>Direct economic value generated and distributed (EVG&amp;D) – on an accrual basis, covering the basic components for the organization's global operations, ideally split out by: EVG&amp;D can provide a valuable snapshot of the direct monetary value added to local economies through generation of products and services, servicing of capital, payment of wages, taxes and community investment, while the significant financial assistance received from government, when compared with separate disclosures on taxes, can be useful for developing a more balanced and transparent snapshot of the balance of transactions between the company and government.</p> <p>Revenue Operating costs Employee wages and benefits Payments to providers of capital Payments to government Community investment Financial assistance received from the government - Total monetary value of financial assistance received by the organization from any government during the reporting period.</p>	<p>The smallest and largest group in which the financial results demonstrating economic contribution are consolidated in is headed by Project Rebelution Topco Limited. Copies of consolidated group financial statements can be obtained from Companies House, Crown way, Cardiff, CF14 3 UZ.</p>
<b>FINANCIAL INVESTMENT CONTRIBUTION DISCLOSURE</b>	<p>Total capital expenditures (CapEx) – Depreciation supported by narrative to describe the company's investment strategy.</p> <p>Share buybacks + Dividend payments supported by narrative to describe the company's strategy for returns of capital to shareholders.</p>	<p>TFA Additions: £1,541,767 IFA Additions (exc goodwill): £2,634,943 Depreciation: £677,684 Amortisation (exc goodwill): £311,714</p> <p>Share buybacks and dividend payments are not commonly used by the business. Returns to shareholders are enacted through exit events, where the existing private equity and management investors sell their shareholding and management shareholders are given the opportunity to re-invest alongside a new private equity investor. Such a transaction took place in April 2025.</p>
<b>INNOVATION IN BETTER PRODUCTS AND SERVICES</b>	<p><b>TOTAL R&amp;D EXPENSES</b> Total costs related to research and development.</p>	<p>As a professional services firm, we do not consider our impact to be material in this area.</p>

# APPENDIX

THE FINER DETAILS

**WEF EXPANDED  
METRICS**

# WEF EXPANDED METRICS AND DISCLOSURE

GOVERNANCE		
WEF INDICATOR	COOPER PARRY	DISCLOSED
<b>GOVERNING PURPOSE</b>		
<b>PURPOSE-LED MANAGEMENT</b> How the company's stated purpose is embedded in company strategies, policies and goals.	See "Sustainability Statement"	✓
<b>QUALITY OF GOVERNING BODY</b>		
<b>PROGRESS AGAINST STRATEGIC MILESTONES</b> Disclosure of the material strategic economic, environmental, and social milestones expected to be achieved in the following year, such milestones achieved from the previous year, and how those milestones are expected to or have contributed to long-term value.	See "Our Success Metrics"	✓
<b>REMUNERATION</b> How performance criteria in the remuneration policies relate to the highest governance body's and senior executives' objectives for economic, environmental and social topics, as connected to the company's stated purpose, strategy, and long-term value – Remuneration policies for the highest governance body and senior executives for the following types of remuneration: – Fixed pay and variable pay, including performance-based pay, equity-based pay, bonuses, and deferred or vested shares – Sign-on bonuses or recruitment incentive payments – Termination payments – Clawbacks – Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees.	Cooper Parry has a remuneration committee that determines the pay of the Board (the highest Governing body of Cooper Parry), Executive team and Partners within Cooper Parry. Performance is taken into consideration and for the Board, depending on role, is measured against the achievements of the 3 year vision which includes economic, environmental and social topics.	✓

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GOVERNANCE		
WEF INDICATOR	COOPER PARRY	DISCLOSED
<b>ETHICAL BEHAVIOUR</b>		
<b>ALIGNMENT OF STRATEGY AND POLICIES TO LOBBYING</b> The significant issues that are the focus of the company's participation in public policy development and lobbying; the company's strategy relevant to these areas of focus; and any differences between its lobbying positions, purpose, and any stated policies, goals, or other public positions.	<p>Cooper Parry participates in public policy development in a variety of ways which are intended to complement our purpose. These include active participation in, for example:</p> <ul style="list-style-type: none"> <li>- Regulatory and other standard setter consultations and comments on exposure drafts and draft regulations and standards</li> <li>- Forums for bringing stakeholders together to make progress on issues of importance to society such as the Impact Beyond Business Forum</li> <li>- Development of a wide variety of thought leadership</li> <li>- Signatory of <b>Better Business Act</b>, group that aims to change the UK Law to ensure every company in the UK aligns their interests with those of wider society and the environment. In order to lead by example, we have amended our Articles of Association by including a commitment to a 'triple bottom line' approach to business. We are also signatories to the Women in Finance Act with HMRC</li> </ul>	
<b>MONETARY LOSSES FROM UNETHICAL BEHAVIOUR</b> Total amount of monetary losses as a result of legal proceedings associated with: fraud, insider trading, anti-trust, anti-competitive behaviour, market manipulation, malpractice, or violations of other related industry laws or regulations.	Zero	
<b>RISK AND OPPORTUNITY OVERSIGHT</b>		
<b>ECONOMIC, ENVIRONMENTAL, AND SOCIAL TOPICS IN CAPITAL ALLOCATION FRAMEWORK</b> How the highest governance body considers economic, environmental, and social issues when overseeing major capital allocation decisions, such as expenditures, acquisitions and divestitures.	The Board reviews key performance indicators on the company's social and environmental performance in relation to all decisions including all capital investments and disinvestments.	

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PLANET		
WEF INDICATOR	COOPER PARRY	DISCLOSED
<b>CLIMATE CHANGE</b>		
<b>PARIS-ALIGNED GHG EMISSIONS TARGETS</b> Define and report progress against time-bound science-based GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C. This should include defining a date before 2050 by which you will achieve net-zero greenhouse gas emissions and interim reduction targets based on the methodologies provided by the Science Based Targets initiative if applicable.  If an alternative approach is taken, disclose the methodology used to calculate the targets and the basis on which they deliver on the goals of the Paris Agreement.	We have approved SBTi and our net-zero target will be 2045. Please see link to our approved targets on the <a href="#">SBTi dashboard</a> .	✓
<b>IMPACT OF GREENHOUSE GAS EMISSIONS</b> Report wherever material along the value chain (GHG protocol scopes 1,2&3), the valued societal impact of greenhouse gas emissions.  Disclose the estimate of the social/societal cost of carbon used and the source or basis for this estimate.	Since there is no standard market price for carbon, (nor a standardised measure of the impact of carbon) there is therefore an inherent challenge in quantifying the valued impact of GHG emissions.  Nonetheless we have calculated an estimated impact based on our total gross direct and indirect reported GHG emissions using the <a href="#">UK ETS carbon price</a> for the scheme year beginning 1 January 2025. Based on this methodology, Cooper Parry's cost of carbon is £358,773.44. (i.e. 8576 tCO2e multiplied by UK ETS Authority carbon price for scheme year beginning 1 January 2025 of £41.84 per tCO2e)	✓
<b>AIR POLLUTION</b>		
<b>IMPACT OF AIR POLLUTION</b> Report wherever material along the value chain, the valued impact of air pollution, including nitrogen oxides (NOx), sulfur oxides (SOx), particulate matter and other significant air emissions.  Wherever possible, estimate the proportion of specified emissions that occur in or adjacent to urban/densely populated areas.	As a professional services firm, we do not consider our impact to be material in these areas.	✓
<b>FRESH WATER AVAILABILITY</b>		
<b>IMPACT OF FRESHWATER CONSUMPTION AND WITHDRAWAL</b> Report wherever material along the value chain, the valued societal impact of freshwater consumption and withdrawal.	As a professional services firm, most of our water use is limited to operating our offices in the UK so our water consumption is not considered material. However, all of our offices have water efficiency measures in place to reduce their consumption where possible.	✓

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PLANET		
WEF INDICATOR	COOPER PARRY	DISCLOSED
<b>NATURE LOSS</b>		
<b>LAND USE AND ECOLOGICAL SENSITIVITY</b> For operations (if applicable) and full supply chain (if material):  1. Area of land used for the production of basic plant, animal or mineral commodities (e.g. the area of land used for forestry, agriculture or mining activities). 2. Year-on-year change in the area of land used for the production of basic plant, animal or mineral commodities. Note: Supply-chain figures can initially be estimated where necessary based on the mass of each commodity used and the average mass produced per unit of land in different sourcing locations. 3. Percentage of land area in (1) or of total plant, animal and mineral commodity inputs by mass or cost, covered by a sustainability certification standard or formalized sustainable management programme. Disclose the certification standards or description of sustainable management programmes along with the percentage of total land area, mass or cost covered by each certification standard / programme.	Our offices are leased sites and are not situated in or close to protected and/or key biodiversity areas, therefore not applicable.  Majority of our supply chain is related to UK services therefore we do not expect any material impact in respect of land use and ecological sensitivity in our supply chain.	
<b>IMPACT OF LAND USE AND CONVERSIONS</b> Report wherever material along the value chain, the valued societal impact of use of land and conversion of ecosystems.	Majority of our supply chain is related to UK services therefore we do not expect any material impact in respect of this area.	
<b>AIR POLLUTION</b>		
<b>IMPACT OF AIR POLLUTION</b> Report wherever material along the value chain, the valued impact of air pollution, including nitrogen oxides (NOx), sulfur oxides (SOx), particulate matter and other significant air emissions.  Wherever possible, estimate the proportion of specified emissions that occur in or adjacent to urban/densely populated areas.	As a professional services firm, we do not consider our impact to be material in these areas.	
<b>SOLID WASTE*</b>		
<b>SINGLE USE PLASTICS</b> Report for the full value chain, estimated metric tonnes of single-use plastic consumed.  Disclose the most significant applications of single use plastic identified, the quantification approach used and the definition of "single-use plastic" adopted.	As a professional services firm, we do not consider our impact to be material in this area.	

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PLANET		
WEF INDICATOR	COOPER PARRY	DISCLOSED
<b>IMPACT OF SOLID WASTE DISPOSAL</b> Report wherever material along the value chain, the valued societal impact of solid waste disposal, including plastics and other waste streams.	As a professional services firm, we do not consider our impact to be material in this area.	✓
<b>IMPACT OF LAND USE AND CONVERSIONS</b> Report wherever material along the value chain, the valued societal impact of use of land and conversion of ecosystems.	Majority of our supply chain is related to UK services therefore we do not expect any material impact in respect of this area.	✓
<b>WATER POLLUTION*</b>		
<b>NUTRIENTS</b> Estimate and report wherever material along the value chain, metric tonnes of nitrogen, phosphate and potassium in fertilizer consumed.	As a professional services firm, we do not consider our impact to be material in this area.	✓
<b>IMPACT OF WATER POLLUTION</b> Report wherever material along the value chain, the valued societal impact of water pollution, including excess nutrients, heavy metals and other toxins.	As a professional services firm, we do not consider our impact to be material in this area.	✓

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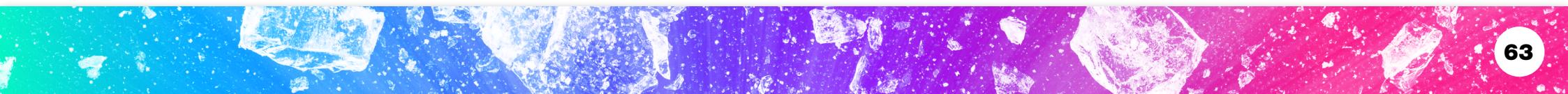
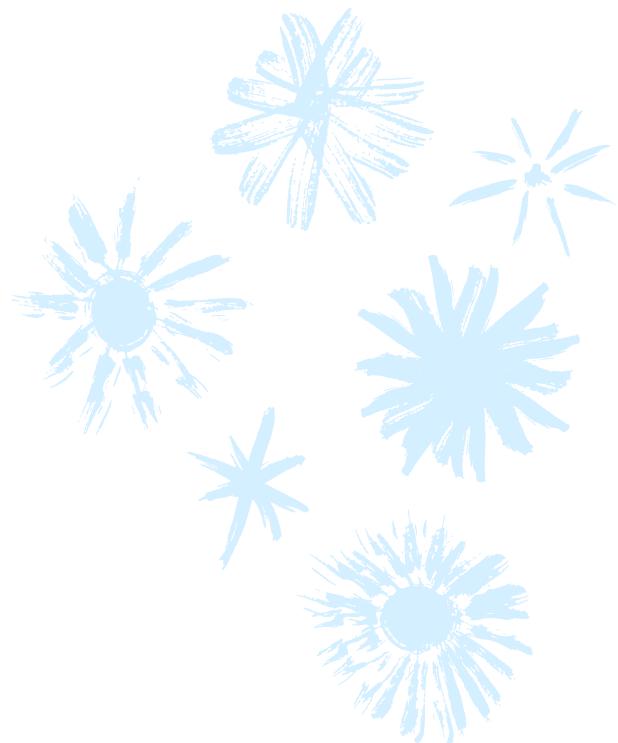
PEOPLE		
WEF INDICATOR	COOPER PARRY	DISCLOSED
<b>DIGNITY AND EQUALITY</b>		
<b>DISCRIMINATION AND HARASSMENT</b> incidents (#) and the Total Amount of Monetary Losses (\$)  Number of discrimination and harassment incidents, status of the incidents and actions taken and the total amount of monetary losses as a result of legal proceedings associated with (1) law violations and (2) employment discrimination.	We're pleased to report zero cases this financial year. Given the significant growth in headcount through acquisitions, this is a particularly positive outcome.	✓
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING RISK (%)</b> Percentage of active workforce covered under collective bargaining agreements. An explanation of the assessment performed on suppliers for which the right to freedom of association and collective bargaining is at risk including measures taken by the organization to address these risks.	Zero.	✓
<b>HUMAN RIGHTS REVIEW, GRIEVANCE, IMPACT AND MODERN SLAVERY (#,%)</b> Total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country. Number and type of grievances reported with associated impacts related to a salient human right issues in the reporting period and an explanation of impacts. Number and percentage of operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to a) type of operation (such as manufacturing plant) and type of supplier or b) countries or geographic areas with operations and suppliers considered at risk.	As a professional services firm, we do not consider our impact to be material in this area.	✓
<b>LIVING WAGE</b> Current wages against the living wage for employees and contractors in states and localities where the company is operating.	99.8% of our own operations are paid at or above the Family Living Wage Rate.	✓
<b>PAY GAP (%)</b> Mean pay gap of basic salary and remuneration of full-time relevant employees based on gender (women to men) and indicators of diversity (e.g. BAME to non-BAME) at a company level or by significant location of operation. Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	We collect information based on gender and also the highest paid ratio. However we do not yet collect information based on other indicators of diversity.  Female average salary / Min. wage: 228.57% Male average salary / Min. wage: 278.55% Average company employee / CEO: 11.05%	✓

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PEOPLE		
WEF INDICATOR	COOPER PARRY	DISCLOSED
<b>HEALTH AND WELLBEING</b>		
<b>WELL-BEING (%)</b> The number and rate of fatalities as a result of work-related ill-health; recordable work-related ill-health injuries, main types of work-related injury; and the main types of work-related ill-health for all employees and workers.	As a professional services firm, we do not consider our impact to be material in this area.	✓
<b>MONETISED IMPACTS OF WORK-RELATED INCIDENTS ON ORGANISATION</b> By multiplying the number and type of occupational incidents by the direct costs for employees, employers per incident (including actions and/or fines from regulators, property damage, healthcare costs, compensation costs to employees).	As a professional services firm, we do not consider our impact to be material in this area.	✓
<b>SKILLS FOR THE FUTURE</b>		
<b>NUMBER OF UNFILLED 'SKILLED' POSITIONS (#,%)</b> Number of Unfilled "Skilled" positions. (#)	As a professional services firm, we do not consider our impact to be material in this area.	✓
Percentage of Unfilled "Skilled" positions for which the company will hire unskilled candidates and train them. (%)	As a professional services firm, we do not consider our impact to be material in this area.	✓
<b>PROSPERITY</b>		
<b>COMMUNITY AND SOCIAL VITALITY</b>		
<b>ADDITIONAL TAX REMITTED</b> Companies may choose to report on additional tax remitted in order to provide global information on their further contribution to governmental revenues through the total taxes they collect in their business interactions with other taxpayers and remit to governments. The support that a company provides through this function enhances the operation of tax systems and reduces the administrative burden that governments otherwise would bear in collecting these taxes.  The total additional global tax collected by the company on behalf of other taxpayers, including VAT and employee-related taxes that are remitted by the company on behalf of customers or employees, by category of taxes.	£0.00	✓
<b>TOTAL AND ADDITIONAL TAX BREAKDOWN BY COUNTRY FOR SIGNIFICANT LOCATIONS</b> Total tax paid and, if reported, additional tax remitted, by country for significant locations.	All significant taxes have been paid in the UK, as follows:  Corporation tax: £3,828,000 VAT: £29,460,000 National insurance: £6,769,649 PAYE settlement agreement: £202,310 Total taxes: £10,978,419	✓

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PEOPLE		
WEF INDICATOR	COOPER PARRY	DISCLOSED
<b>TOTAL SOCIAL INVESTMENT (\$)</b> Total Social Investment (TSI) sums up a company's resources used for "S" in ESG efforts defined by CECP Valuation Guidance.	We define social investment as all activities, alongside financial contributions, pro bono services and volunteering that we are engaging in, in order to deliver social, environmental and economic benefits to our local communities. See "Community" for more information.	✓
EMPLOYMENT AND WEALTH GENERATION		
<b>INFRASTRUCTURE INVESTMENTS AND SERVICES SUPPORTED</b> Qualitative disclosure to describe the below components: – Extent of development of significant infrastructure investments and services supported. – Current or expected impacts on communities and local economies, including positive and negative impacts where relevant. – Whether these investments and services are commercial, in-kind, or pro bono engagements.	As a professional services firm, we do not consider our impact to be material in this area.	✓



# THANK YOU FOR BEING PART OF OUR JOURNEY STAY CONNECTED

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**COOPER PARRY**