



Delta Capita

Sustainability Report 2024

Table of Contents

3	CEO Message
4	Realising a Sustainable Future
5	Credentials
6	Values
7	Governance
10	Foundations
14	Environment
19	Labour and Human Rights
28	Ethics
32	Sustainable Procurement
37	Communications
42	Sustainable Development Goals
46	Internal Engagement
51	Diversity Overview
52	Performance Reviews and Training
53	External Engagement
55	Sustainable Procurement
56	Safeguarding our People, Data and Integrity
57	Risk and Compliance



Delta Capita's CEO Message

At Delta Capita (DC), sustainability is at the heart of our business. We are dedicated to responsible business practices that create positive impacts for our people, clients, communities, and the planet. This commitment is deeply embedded in our DC Values and guides our approach to working with stakeholders across our ecosystem.

To ensure continuous progress, we partner with Ecovadis, one of the world's most trusted sustainability ratings providers. We continuously assess and enhance our position across key sustainability areas—including environmental impact, social responsibility, and sustainable procurement. Our efforts are reinforced by executive sponsorship and a network of engaged colleagues worldwide, who actively contribute toward initiatives that drive our sustainability agenda forward.

At DC, we are unwavering in our commitment to human rights. We uphold a zero-tolerance policy for rights violations, including discrimination, modern slavery, and unsafe working conditions, within our business and supply chains. Furthermore, we recognise that the long-term success and sustainability of our company depend on our people. We are committed to attracting, developing, and retaining top industry talent, fostering a diverse and inclusive workforce across gender, ethnicity, age, skills, and experience. Through this, we aim to not only strengthen our organisation but also make meaningful contributions to the communities in which we operate.



Joe Channer, CEO

Through responsible practices, we strive to achieve positive environmental and social impact, while maintaining strong governance standards



Realising A Sustainable Future

At Delta Capita, we are committed to embedding sustainable business practices across our operations, aligning with our Environmental, Social, and Governance (ESG) principles. This report outlines our sustainability strategy, highlighting key achievements and progress made throughout 2024 while setting our ambitious goals for 2025. Through responsible practices, we strive to drive positive environmental and social impact while maintaining strong governance standards

Credentials

DC has always been focused on being a socially-responsible organisation. In recent years, it has become more important than ever to demonstrate our Sustainability credentials – to clients, to our employees and ultimately to the outside community.

In **May 2024**, Delta Capita achieved a **Gold Medal** from Ecovadis in recognition of our commitment to sustainability. Ecovadis is arguably the most respected organisation globally to evaluate ESG credentials, rating and benchmarking more than 100,000 companies.



greenly



Delta Capita



COURAGE



TEAMWORK



INTEGRITY



EXCELLENCE

Delta Capita's Values

Our **values** reflect what matters most to us, serving as the core beliefs that shape our decisions, actions, and interactions.

At Delta Capita, we seek feedback from our colleagues using various channels, mostly notably the CultureAmp tool. In 2024, we used this feedback to reshape the core values of our firm and align them with the appropriate behaviours. They define our culture, fueling our energy, innovation, and success.

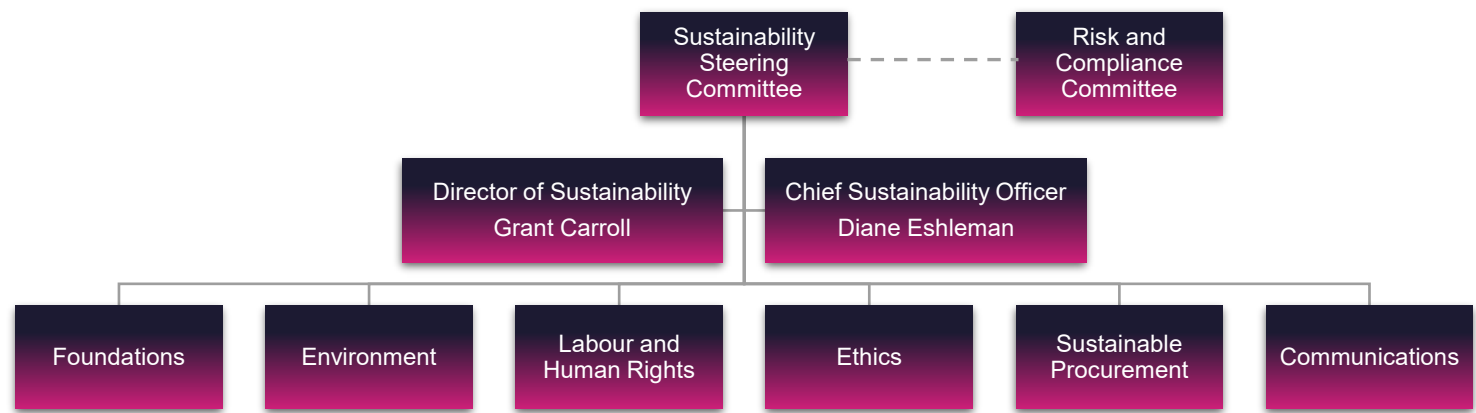
Sustainability is at the core of who we are. Our commitment to operating sustainably is woven into our DC Values, influencing how we collaborate and achieve our goals.

Through our behaviours, we bring these values to life, offering clear guidance on how we expect people to act in everyday situations.

Sustainability Initiative Governance

Ensuring end-to-end (E2E) coverage of sustainability and aligning the industry breakdown of Environmental, Social and Governance (ESG) frameworks, Delta Capita operates across six core streams as indicated below:

Our Sustainability Committee is run by dedicated executives:



Sustainability Steering Committee – Terms of Reference:

Purpose	Participants	Meeting Frequency	Standard Agenda
To provide guidance and support on the global sustainability agenda for Delta Capita	Chief of Staff Chief Financial Officer Chief Operating Officer Chief People Officer Chief Sustainability Officer Chief Legal Officer Executive Sponsor	Fixed schedule of quarterly meetings with ad-hoc meetings as required	Review of progress related to key Sustainability initiatives Status of KPIs and relevant targets Update on ESG regulatory and reporting requirements Tracking of deliverables related to the SDG's

Sustainability Workstreams

Foundations

- Management and governance of sustainability activities at DC
- Our alignment with the Sustainable Development Goals
- Ensuring representation across teams in all global locations
- Tracking, reporting and managing, KPIs



Environment

- Driving Delta Capita's commitment to Net-Zero
- Reduction of our Carbon Footprint / Greenhouse Gas (GHG) Emissions
- Waste Management and Pollution
- Environmental training



Labour and Human Rights

- Labour Standards and Protection of Human Rights
- Employee and Supplier Health and Safety
- Employee Diversity Equity and Inclusion (DEI)



Sustainable Procurement

- Ensuring E2E visibility into our supply chain
- Supplier Diversity
- Supplier Onboarding CSR assessments

Ethics

- Anti-Bribery and Corruption
- Data Protection
- Charity Partnerships / CSR Engagement

Communications

- Regular communication to employees on tangible progress made towards ESG goals
- Displaying our commitment to Sustainability and ESG to an external audience and industry peers

Programme Oversight

Each of the six streams will follow the management structure of:

- **Director of Sustainability:** Provides oversight on progress and informs the Chief Sustainability Officer and Sustainability Steer Co of its progression.
- **Stream Lead:** A Delta Capita employee that takes ownership of the stream responsibilities, actions and management. The stream lead is responsible for establishing and ensuring momentum towards goals
- **Global Contributor:** Volunteers and representatives across all global locations that are involved in the day-to-day activities within the stream that contribute towards individual stream goals

Each stream meets regularly to advance their respective agendas, Stream Leads attend monthly meetings with our Director of Sustainability to report on progress.

Additionally, we have '**Regional Sustainability Champions**' for each of Delta Capita's locations. In 2024 the Regional Sustainability Champions played a critical role in helping us to monitor our progress and build impact and engagement across our global DC team with our sustainability practices and initiatives.

Roles and responsibilities include:

- Representing DC's drive for sustainability within their region
- Managing the regional sustainability activities to increase awareness and engage our local staff
- Helping coordinate Environmental, Social and Governance (ESG) events, including volunteer activities with our charity partners
- Acting as liaison with the global sustainability team, keeping their region involved and up to date with DC's sustainability initiatives



Foundations



Foundations

The foundations stream focuses on the governance of the sustainability initiative at Delta Capita. Goals and targets focus on management, representation, stream organisation and Delta Capita's alignment to wider goals, commitments and reporting standards.



Key Deliverables – 2024

- **Achievement of 2024 Ecovadis Gold Medal Rating:** Placing Delta Capita amongst the 96th percentile of companies rated by Ecovadis, we are proud to achieve a Gold Medal rating in recognition of our commitment to sustainability
- **Regional Sustainability Champions:** Across each Delta Capita location, we have maintained a network of 'Sustainability Champions.' Each regional representative owns the monitoring our progress and builds impact and engagement across our global DC team with our sustainability practices and initiatives
- **Our e-Learning platform 'Kallidus':** 100% of our Delta Capita Employees have access to our e-learning platform which includes mandatory compliance and ESG modules, as well as courses on skills development.
- **Commitment to the Sustainable Development Goals (SDGs):** Delta Capita is fully committed to the principles of the UNGC and has adopted a specific focus on SDG 4 'Quality Education', SDG 5 'Gender Equality' and SDG 9 'Industry Innovation and Infrastructure'. See **SDG Section** for more detail.

Foundations

Key Focus Areas and 2025 Goals

Topic	Progress to Date	2025 Goals	Agreed Approach
Metrics / KPI	<p>Maintained a Delta Capita 'ESG Scorecard' establishing baseline statistics for our KPIs (See KPI Scorecard)</p> <p>Delivered quarterly reporting of our sustainability KPIs presented to the Sustainability Steering Committee</p>	Refresh the 'Global ESG Scorecard' with robust quarterly tracking of global metrics / KPIs	Continual evaluation and development of metrics to confirm progress in line with our ESG-related values and behaviours
Aligning to reporting standards	<p>Aligned to the GRI standards for our ESG scorecard</p> <p>Submitted detailed progress report to the Carbon Disclosure Project</p> <p>Align to ISO Standards</p>	Continue to monitor the evolving standards to ensure we remain compliant with reporting recommendations	<p>Persistent review of industry standards and internal audit of our 'ESG Scorecard' to conform with new / updated standards</p> <p>Continue to develop a robust programme structure with enhanced governance and quarterly Sustainability Steering committee meetings</p>
Training	<p>Ensured 100% of our employees have access to ESG and Compliance modules on Kallidus (our e-learning platform)</p> <p>Monitored and reported training participation and completion</p> <p>Tracked completion metrics for in-scope employees</p>	<p>Develop and launch the second and third of three, DC-specific sustainability mandatory training modules</p> <p>Track completion of mandatory modules and report on a half-yearly basis</p> <p>Launch comprehensive Training Tool-Kit providing framework for skills development and career advancement</p> <p>Launch Ecovadis Training Modules targeted to relevant employees</p>	Deliver dynamic training curriculum suited to the means of our clients and our colleagues with discipline on tracking completion and progress

Foundations

Key Focus Areas and 2025 Goals continued

Topic	Progress to Date	2025 Goals	Agreed Approach
Management	<p>Maintained an organisational structure for each stream within the programme (see Governance section)</p> <p>Identified 'Sustainability Champion' for each new Delta Capita Location</p> <p>Launched a reverse mentoring pilot programme for our Senior Leadership team and ExCo members</p>	<p>Continue to expand the global DC Sustainability team with dedicated engagement across all of our geographical locations</p> <p>Actively engage with Executive Leadership to support both company and commercial ESG initiatives</p>	<p>Enhanced tracking and training to ensure managerial and soft skills training delivered to management and senior leadership</p> <p>Sustainability programme and regional champions to promote ESG initiatives in all global regions</p>

Environment



Environment

Delta Capita has made a commitment to consciously limit its impact on the environment and, as such, aspires to operate in a manner that minimises its carbon footprint. We encourage business practices that will reduce waste, minimise energy consumption, and promote responsible resource utilisation.



Key Deliverables – 2024

- **Carbon Disclosure Project (CDP):** Delta Capita continue to disclose key climate risks, KPIs / Metrics and qualitative governance factors to the CDP to help guide goals and progress our Path to Net Zero by 2040.
- **GHG Emissions tracking - Partnership with Greenly:** Continue partnership with Greenly to collate and analyse our Scope 1 to 3 emissions across each office location for commutation, electricity, waste, procurement, business travel and employee headcounts.
- **United Nations Global Compact (UNGC):** Our CEO, Joe Channer, has signed confirmation of Delta Capita's support and integration of the United Nation's Ten Principles into Delta Capita's strategy 3 of which are applicable to our Environment Stream

Principle 7: Businesses should support a precautionary approach to environmental challenges

Principle 8: Undertake initiatives to promote greater environmental responsibility

Principle 9: Encourage the development and diffusion of environmentally friendly technologies

Delta Capita is committed to disclosing annual progress against these principles

Environment

Key Focus Areas and 2025 Goals

Topic	Progress to Date	2025 Goals	Agreed Approach
Lighting and Electricity	<p>Ensured motion sensor lighting in all locations</p> <p>Published a clean desk policy – promoting a habit of switching off all electrical equipment once individuals have left the office</p>	Continue to implement energy saving practices in all regions	Promote internal awareness across all regions and encourage energy saving behaviours
Stationery / Printing	<p>Provided digital communication and noticeboards encourage only printing when necessary</p> <p>Recycled all toner and ink cartridges</p> <p>Discouraged single-use plastic consumption in all offices</p> <p>Promoted guidelines on sustainable printing</p>	Continue to take actions which will contribute to a largely paper-free office	<p>Eco-friendly printer default settings in all offices</p> <p>Purchase eco-friendly stationery (e.g. notebooks that use recycled materials)</p>
Waste Management	Implemented waste separation bins across 100% of our new Delta Capita sites – Paper/ cardboard/ glass/aluminium	<p>Divert at least 60% of waste from landfill</p> <p>Partner with landlords to obtain metrics to capture improved data on waste volume and the percentage of related recycling</p>	Progress forwards with our ExCo approved Path to Net Zero Plans

Environment

Key Focus Areas and 2025 Goals continued

Topic	Progress to Date	2025 Goals	Agreed Approach
Carbon Emissions	<p>Enhanced the Environmental Policies DC have pledged to be Net Zero by 2040</p> <p>Partnered with Greenly to measure and annually report our Scope 1 to 3 GHG Emissions in 2024</p> <p>Continued to promote our 'Cycle To Work' (CTW) Scheme and tracked employee engagement</p> <p>Submitted disclosure to the Carbon Disclosure Project (CDP)</p>	<p>Progress our Path to Net Zero Plan with detailed annual deliverables</p> <p>Conduct an annual commutation survey</p> <p>Extend communication on energy-saving actions both internally and externally including clients and suppliers and create initiatives to reward innovations and ideas</p> <p>Expand employee engagement of CTW scheme by 25%</p>	<p>Implement our ExCo approved Path to Net Zero plan</p> <p>Metrics to capture commutation and business travel data as part of our PTNZ</p> <p>Include Supplier Selections and Review process to include assessment of supplier GHG Emissions</p> <p>Increased communication on approaches to better promote CTW scheme</p>
Energy	<p>85% of energy used in all DC regions is from renewable electricity</p>	<p>Move towards 100% supply of renewable energy in permanent office locations</p>	<p>Regional heads to record energy usage in collaboration with landlords</p> <p>Work with third-party partner to better manage collection and reporting of our energy data</p>

Environment

Scorecard

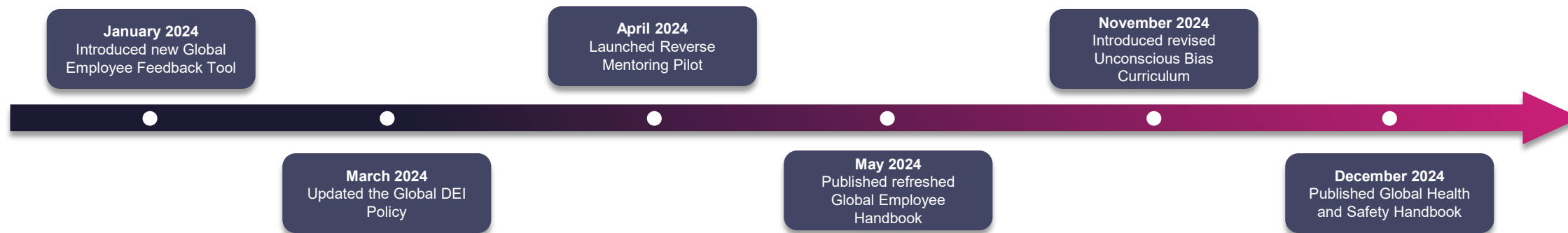
KPI (Key Performance Indicator)	Metric	2024 Result	2025 Target	2026 Target
Carbon Emissions	All Emissions in tCO2e	Scope 1: 4 tCO2e Scope 2: 110 tCO2e Scope 3: 1583 tCO2e	Scope 1: 3 tCO2e Scope 2: 105 tCO2e Scope 3: 1513 tCO2e	Migrating to a 'per capita' metric for Scope 1,2 and 3 emissions tCO2e Overall target is a reduction in-line with PTNZ Strategy
	# of staff in CTW Scheme	4	10	20
Energy	% Premises Renewable Energy	85%	87%	89%
Waste Management	% of waste diverted from landfill	N/A	30%	50%

Labour and Human Rights



Labour and Human Rights

Delta Capita is committed to tracking and integrating Labour and Human Rights considerations into our operations and strategic decisions. The Labour and Human Rights initiatives encompass our Diversity, Equity and Inclusion workstreams, as well as topics including Health and Safety and Employee Working conditions.



Key Deliverables – 2024

- **Delta Capita Values:** At DC, we are committed to provide an environment where our employees can thrive and be their authentic selves. In line with that objective, we have embraced the four values of 'Courage', 'Integrity', 'Teamwork' and 'Excellence' --along with the associated behaviours that we want to promote and reward.
- **Events focusing on Labour & Human Rights:** DC held over 19 Labour and Human Rights focused globally available events in 2024 focusing on a variety of topics such as:
 - Events for Black History Month, LGBTQIA+, Disability and Mental Wellbeing.
 - Celebrating international days of significance and religion.
 - Podcasts discussing topics such as Menopause Awareness, Ethnicity and Religion, Mental Health and Wellbeing and Disability

Labour and Human Rights

Key Deliverables – 2024 continued

Delta Capita Group Ltd is a participant of the United Nations Global Compact. Our CEO, Joe Channer, has signed confirmation of Delta Capita's support and integration of the United Nation's Ten Principles into Delta Capita's strategy six of which are applicable to our Labour and Human Rights Stream (1 to 6).

- **United Nations Global Compact (UNGC):** Delta Capita Group Ltd is a participant of the United Nations Global Compact. Our CEO, Joe Channer, has signed confirmation of Delta Capita's support and integration of the United Nation's Ten Principles into Delta Capita's strategy -- six of which are applicable to our Labour and Human Rights Stream (1 to 6). Delta Capita is committed to operating in a manner consistent with these principles.
 - **Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights
 - **Principle 2:** make sure that they are not complicit in human rights abuses
 - **Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
 - **Principle 4:** The elimination of all forms of forced and compulsory labour
 - **Principle 5:** The effective abolition of child labour
 - **Principle 6:** The elimination of discrimination in respect of employment and occupation
- **Endorsement of our commitment to the Sustainable Development Goals:** Our executive committee continue to endorse our focused commitment to the SDGs with a focus on SDGs 4 and 5 in the Labour and Human Rights domain -- See section on [Sustainable Development Goals](#)
 - SDG 4 – Better Education
 - SDG 5 – Gender Equality

Labour and Human Rights

Key Focus Areas and 2025 Goals

Topic	Progress to Date	2025 Goals	Agreed Approach
Values	Refreshed and relaunched our new values aligning each of them to the relevant behaviours	Continue to find opportunities which enforce the DC values across all regions and business practices, recognising adoption and adherence	The DC values are factored into our policies, business practices and staff performance reviews
Disability	<p>Continued Delta Capita's commitment to being 'Disability Confident'</p> <p>Conducted DSE assessments accommodating individual working from home requirements</p> <p>Hosted a 'Senses Challenge' disability awareness event in head Office</p>	Continue to raise disability awareness via internal, blogs, articles and campaigns	Engage with employees to ensure training contains relevant information that will support them in understanding how disability can impact colleagues and customers in the workplace
Gender	<p>Conducted an anonymous gender, disability, ethnicity and religion survey</p> <p>Hosted International Women's Day Donation Drive in NY</p> <p>Submitted the Gender Pay Gap Report and analysed the subsequent findings, developed a related action plan</p> <p>Completed our Stonewall submission for 2024</p>	<p>Analyse the outcome of the annual gender pay gap report and address findings for all regions</p> <p>Enhance the succession planning approach with the goal of further improving gender diversity in Senior roles</p>	Quarterly review of MI and presentation of the scorecard to ExCo and Sustainability Steer Co

Labour and Human Rights

Key Focus Areas and 2025 Goals continued

Topic	Progress to Date	2025 Goals	Agreed Approach
Employee Engagement	<p>Conducted an anonymous diversity survey to understand the ethnicity, religion and gender identification of our global workforce</p> <p>Ensured our Benelux region is covered by a Works Council with representation by six formally-elected DC employees from the Amsterdam Office</p>	<p>Continue our partnership with CultureAmp as an employee engagement tool and conduct bi-annual employee engagement surveys, plus pulse surveys on specific topics</p> <p>Conduct analysis of all survey results to take specific action to the employee feedback</p>	<p>Use EX (Employee Experience) initiative to drive engagement, employee wellbeing and satisfaction, productivity and overall business performance, thus creating value for both employees and the business.</p>
Ethnicity	<p>Hosted internal events including;</p> <p>Chinese New Year, Diwali, Hispanic Heritage Month and Ramadan</p> <p>Black History Month guest speaker, quiz night and film night</p>	<p>Continue to promote a work environment that encourages inclusivity</p> <p>Host multiple impactful ethnic and religious events</p> <p>Report on ethnic diversity where regional regulations allow</p> <p>Continue to attract, interview, and hire a diverse pool of talent</p>	<p>Highlight the key ethnic and religious dates via internal communications and through hosting cultural events</p> <p>Internally capture data on ethnic diversity on a voluntary basis and report annually</p> <p>Engage all DC employees on the importance of ethnic and religious diversity in the workforce</p>
Health and Safety	<p>Updated and tested the DC BCP 2024</p> <p>Created a global of Health and Safety handbook</p> <p>Refreshed our Global Premises handbook, outlining core Health & Safety requirements, first aiders and contacts for each office and additional premises</p>	<p>Health & Safety is a key criterion in site selection as we expand the footprint of our business in 2025</p>	<p>We prioritise the health and safety of our employees globally through both our policies and business practices</p>

Labour and Human Rights

Key Focus Areas and 2025 Goals continued

Topic	Progress to Date	2025 Goals	Agreed Approach
LGBTQIA+	<p>Delivered refreshed LGBTQIA+ Ally training</p> <p>Hosted a PRIDE Comedy night at Head Office</p> <p>PRIDE disability event in London, Bangalore and Wrexham along with numerous articles and blogs</p>	<p>Extend our reach to external organisations to help drive the inclusion of LGBTQ+ in the workplace</p> <p>Partner with an LGBTQIA+ charity</p> <p>Progress our diverse hiring policy and work with job boards and associations to strengthen our network and provide employees with networking opportunities</p>	<p>We prioritise the diversity and inclusivity of our workforce and promote awareness of LGBTQIA+ through training, events, podcasts and articles</p>
Wellbeing	<p>Ran bi-weekly mind calming workshops for all regions</p> <p>Hosted a virtual wellness talk</p> <p>Provided a number of wellbeing events including ten weeks of boxing classes, puppy day, four-day wellness challenge and yoga sessions</p>	<p>Continue to provide a support network and raise awareness of wellness related topics by organising inclusive events and awareness campaigns</p> <p>January 2025 will be the focus month for Wellness incorporating articles on wellbeing, a podcast about mental health</p>	<p>We value the health and wellbeing of our workforce and promote awareness through education, events, podcasts and articles</p>
Grassroots	<p>Maintained relationships with local secondary schools and sixth forms and delivered insight days and mentoring sessions</p> <p>Maintained our relationships with charity - Spark</p> <p>Hosted Year 10 Students at DC Head Office providing a career insight day and education of the Financial Services Industry</p>	<p>Continue to partner with local schools and deliver engagement sessions and skills workshops</p> <p>Continue to support the Grassroots workstream mission of breaking down preconceived myths of financial services and empowering disadvantaged students</p> <p>In collaboration with our charity partners, deliver insight events throughout the year</p>	<p>Promoting the Grassroots initiative globally</p>

Labour and Human Rights

Key Focus Areas and 2025 Goals continued

Topic	Progress to Date	2025 Goals	Agreed Approach
Anti-Discrimination	<p>Refreshed employee policy and Employee handbook to reflect Delta Capita's approach to handling discrimination in the workplace</p> <p>Made 'Unconscious Bias' training available to all staff at management level and/or involved in recruitment at any level</p> <p>Reviewed and refreshed Induction Process and welcome pack to ensure appropriate focus on workplace behaviour</p>	<p>Continue to monitor training completion statistics</p> <p>Publish blogs and articles to educate, inform and improve awareness to all employees</p>	<p>Continual refresh of our Code of Conduct, Hiring Processes and Training to ensure robust Anti-Discrimination practices</p>
Training	<p>Launched refreshed Prevention of Sexual Harassment Training, consistent with our related policy</p>	<p>Monitor completion rates of assigned training for all employees, consistent with 2025 offerings</p>	<p>Maintain a curriculum of both e-learning and classroom training to support skills development as well as reinforcing behaviours and values</p>

Labour and Human Rights

Scorecard

KPI (Key Performance Indicator)	Metric	2024 Result	2025 Target	2026 Target
Performance Management	% of workforce who receive and complete and regular career development reviews	83%	90%	92%
Training	# of total training hours provided by e-learning modules	5345	7000	9000
	# of e-learning modules provided	474	490	490
	% completion of unconscious bias training	43%	80%	85%
	% completion of ESG Module 1	62%	70%	75%
	% completion of behaviour in the workplace training	46%	90%	92%
	% completion of discrimination & harassment training	89%	90%	92%
Gender	% Gender Split Global (Female : Male)	46:54	50:50	50:50
	% Gender Split APAC (Female : Male)	51:49	50:50	50:50
	% Gender Split EU +IRL (Female : Male)	46:54	48:52	49:51
	% Gender Split UK (Female : Male)	43:57	45:55	46:54
	% Gender Split US (Female : Male)	41:59	43:57	44:56
	% Gender Split for Management Team (Female : Male)	21%	23%	25%

Labour and Human Rights

Scorecard

KPI (Key Performance Indicator)	Metric	2024 Result	2025 Target	2026 Target
Safeguarding	# of recorded health and safety incidents	3	0	0
	% of office risk assessments of our global locations	100%	100%	100%
Data Integrity	# of cybersecurity attempted breaches	1024	0	0
	# of recorded whistleblowing incidents	0	0	0
Benelux	Number of formally elected employees that participate in the Benelux Works Council	5	N/A	N/A
	% of total workforce that are covered by formally - elected employee representatives	0.50%	N/A	N/A
DEI	# of in-person DEI events hosted	19	21	23
	% of regions / offices supporting network and affinity groups	90%	90%	100%

Ethics



Ethics

Delta Capita is committed to the highest ethical standards, ensuring honesty, integrity, and compliance with all applicable laws. Our Codes of Conduct guide employees, suppliers, and stakeholders in ethical decision-making, fostering a transparent and responsible business environment worldwide.



Key Deliverables – 2024

- **Risk and Compliance Committee:** Manages and governs risk and compliance through monitoring and reviewing risk registers, compliance registers (see below), and updating policies as well as refining and launching revised mandatory compliance training to all employees globally. Focus is to improve on the 94% completion rate for 2025
- **Charity Partnerships and Events:** Maintained a charity partnership in six of our geographical office locations, as well as one global relationship with REACH Siem Reap and held over 20 charity fundraising events in 2024
- **PTO Charity Volunteer Day:** All Delta Capita employees are entitled to one day paid time off (PTO) designed to promote engagement with our charity partners
- **Compliance Logs, Monitors and Testing:** Gifts and entertainment, Conflict of Interest, Whistleblowing and Incidents/ client complaints logs – established to monitor, measure compliance and address deficiencies
- **Anti Bribery and corruption Reviews:** Conducted four, quarterly reviews in 2024
- **Maintained our mandatory compliance training on our e-learning platform ‘Kallidus’:** Attendance is trackable and measurable to ensure completion
- **United Nations Global Compact (UNGC):** We remain a signatory to the UNGC and are committed to disclosing annual progress against their principles

Ethics

Key Focus Areas and 2025 Goals

Topic	Progress to Date	2025 Goals	Agreed Approach
Corporate Social Responsibility (CSR)	Employee Engagement for our global charity – REACH Siem Reap and six regional charities	<p>Review and refresh regional charity partnerships</p> <p>Survey our employees to ensure DC are supporting charitable organisations of choice</p> <p>Continue to promote our PTO policy to our global workforce and endeavour to increase global participation</p>	<p>Quarterly reviews of all regional charity engagement and fundraising</p> <p>Maintain focus on identifying quality organisations whose mission is to minimise the unemployment of youth within minority groups.</p> <p>Work closely with our global and regional charity partners to identify and monitor impact.</p>
IT Security	Attained the SOC2 Type 2 certification for SRP business line	<p>Attain SOC2 Type 2 for CLM, MACH and QWYN Business Lines</p> <p>Complete SRP SOC2 Type 2 audit</p>	Ensure policies and procedures are compliant with SOC2
Training and Compliance	<p>Qualified the mandatory annual training for all new hires as well as revised and refreshed the syllabus of compliance training for all existing employees</p> <p>Required Bi-Annual attestation of compliance training</p> <p>Reviewed our e-learning platform and content to improve delivery, monitoring and management as well as being more 'role specific'</p> <p>Launched refreshed Prevention of Sexual Harassment Training</p>	<p>Monitor and improve completion statistics of all Compliance Training</p> <p>Enhance 'Classroom Training' curriculum for all employees to supplement our e-learning programme</p> <p>Refreshed the syllabus of one-time mandatory training for all employees. Including Prevention of Sexual Harassment (regionally appropriate)</p>	<p>Provide HR and Senior Leadership with enhanced metrics of employee completion rates of compliance training for mid-year and end of year employee reviews</p> <p>Ensure Ethical Conduct is an essential part of how we onboard and monitor the performance of our employees</p>

Ethics

Scorecard

KPI (Key Performance Indicator)	Metric	2024 Result	2025 Target	2026 Target
Charity Engagement	# of employee participants in charity events	408	450	500
	# of global and regional charities supported	9	9	9
	# of global charity/fundraising events	20	20	20
Training	# of anti-bribery and corruption reviews completed	4	4	4
	% of staff completing mandatory annual compliance training	94%	98%	98%

Sustainable Procurement



Sustainable Procurement

Delta Capita operates in many markets and countries throughout the world. In all instances, we require our suppliers to respect and abide by national and relevant international laws and standards of sustainability. We are committed to acting ethically in all aspects of our business and to maintaining the highest standards of honesty and integrity. This includes not only our employees, but also all of our suppliers (including subcontractors). As a result, DC expects all suppliers to abide by the same principles as in its 'Code of Business Conduct'.



Key Deliverables – 2024

- **E2E supplier lifecycle management:** We maintained a pre-screening risk analysis prior to supplier onboarding factoring in ESG related risk factors (environment, social, governance, operational, cyber security and reputational risk). If a supplier is deemed a 'priority supplier' due to spend and/or materiality to DC, annual performance reviews become mandatory. The annual performance review is an opportunity to ensure acknowledgement of supplier code of conduct and gain visibility into supplier performance
- **Supplier Diversity:** Partnered with Supplier IO to perform quarterly reviews of our global supplier database identifying the % breakdown of our suppliers that are diverse or minority owned
- **Global Training:** Our Chief Financial Officer hosted a training session to all of our Senior Leadership team and core global buyers to train them on sustainable procurement practices and procedure for supplier onboarding (Attendance to training reported in our KPIs)

Sustainable Procurement

Key Focus Areas and 2025 Goals

Topic	Progress to Date	2025 Goals	Agreed Approach
Priority Supplier Performance Management	<p>Provided an updated Supplier Code of Conduct to all priority as part of supplier performance reviews</p> <p>Maintained our supplier performance management approach ensuring compliance with and adherence to our Supplier Code of Conduct</p>	<p>Aim to complete 20% of priority supplier performance reviews per quarter – to obtain 80% annually</p> <p>Obtain acknowledgement of our Supplier Code of Conduct from 100% of all new suppliers</p>	<p>Accountable executives assigned to each of our priority suppliers and refreshed regularly</p> <p>Procurement team works with Accountable Executives to ensure annual reviews conducted with priority suppliers</p>
Supplier Diversity	<p>81% of core buyers trained on sustainable procurement practices</p> <p>Subscribed to Supplier IO in order to conduct regular diversity analytics for both existing and potential suppliers</p> <p>Launched revised onboarding process to ensure consideration applied to more diverse suppliers</p>	<p>Enhance supplier database to include associated supplier contract repository and priority supplier annual reviews</p> <p>Ensure 85% of core buyers are trained on sustainable procurement practices via Kallidus</p> <p>Evaluate using industry affiliations to recruit diverse suppliers</p>	<p>Work with third party assurance agency to validate the results of our supplier diversity analysis on our consolidated supplier list</p> <p>Ensure discipline within the supplier selection process to incorporate DC supplier diversity goals</p> <p>Encourage relevant business suppliers to register with our third-party partner as a recognised diverse supplier</p>

Sustainable Procurement

Key Focus Areas and 2025 Goals Continued

Topic	Progress to Date	2025 Goals	Agreed Approach
Policies / Processes	<p>Conducted annual refresh of our Supplier Code of Conduct</p> <p>Revised and refreshed our end-to-end supplier onboarding journey, factoring a pre-onboarding risk assessment, sustainability credentials and onboarding decision workflow</p> <p>Qualified and categorised DC technology suppliers for data privacy and data security requirements</p>	<p>Continue to partner with third-party assurance provider to evaluate and enhance demographic of global supplier base</p> <p>Hire a dedicated resource to further refine our procurement activities, enhance our governance and drive better engagement with our suppliers</p>	<p>Regularly monitor and update policies and processes to reflect evolving legal and regulatory requirements</p> <p>Collaborate business leaders, sustainability team and procurement to ensure compliance with relevant policies for the onboarding and management of our suppliers</p>

Sustainable Procurement

Scorecard

KPI (Key Performance Indicator)	Metric	2024 Result	2025 Target	2026 Target
Priority Supplier Performance Management	% of priority supplier performance reviews	13%	80%	85%
Supplier Procurement Training	% of core buyers trained on sustainable procurement practices	81%	85%	95%
Supplier Code of Conduct	% of priority and new suppliers acknowledging our supplier code of conduct	96%	98%	98%
Supplier Diversity	% of suppliers who are diverse, or minority owned	14%	15%	18%

Communications



Communications

The communications workstream is for the purpose of promoting company-wide engagement with sustainability events, initiatives and schemes, and updating the DC community on sustainability-related developments. Our Delta Capita value 'Collaborate for Better Outcomes' lies at the heart of this stream, as we encourage participation in the sustainability initiatives across our global franchise.



Key Deliverables – 2024

- **Charity Partnership / PTO scheme communication to all Delta Capita employees:** Provide all DC staff exposure to DC's regional and global charity partners as well as how to participate in volunteering opportunities.
- **Events:** Promote and educate employees on diversity and gender awareness, such as international day against Homophobia, Biphobia and Transphobia. Events for WIN, Disability in the workplace, Black History Month and Menopause. Aired podcasts on Mental Health and Wellbeing, Ethnicity and Religion and Gender Diversity.
- **DC Noticeboard:** The internal sustainability noticeboard is available for all staff to access. This holds key information for DC employees and can be used as a "hub" for all sustainability-related content, policies and initiatives. This is reviewed and refreshed on a quarterly basis.
- **Good Fibrations:** Weekly email to our global workforce providing information on all internal employee engagement opportunities, including DEI, Sustainability, Charity and networks as well as articles, blogs and links to related podcasts and external community engagement
- **ESG Thought Leadership:** We published a series of blogs to educate and raise awareness about a variety of Sustainability topics
- **Firm-wide Awareness:** We regularly feature our sustainability activates as part of monthly Global and Regional Townhalls

Communications

Key Focus Areas and 2025 Goals

Topic	Progress to Date	2025 Goals	Agreed Approach
Internal Communications	<p>Published 'Good Fibrations' – Weekly newsletter detailing achievements/ events and sustainability-focused initiatives</p> <p>Conducted fortnightly reviews and refresh of Sustainability, DEI and Charity Noticeboard</p> <p>Delivered a Bi-Annual Update for staff globally to inform of progress on our sustainability journey and credentials</p> <p>Developed a complete refresh of employee induction materials to educate new-joiners about our sustainability, DEI and charity commitments and encourage employee engagement</p> <p>Hosted our first annual DC Fair globally. An important element of which is to educate our staff about sustainability goals and educate our staff and related employee networks</p>	<p>Deliver against annual schedule of sustainability related events and communiques including our second annual DC fair</p> <p>Continue to increase number of colleagues who are actively engaged in our sustainability initiative</p> <p>Continue our partnership with CultureAmp as an employee engagement tool and conduct bi-annual employee engagement surveys.</p>	<p>Align our Sustainability, DEI and Charity initiatives consistent with a global calendar of related holidays and celebrations such as International Women's Day, Earth Day, Pride Month etc</p> <p>Provide education and awareness of internal policies and initiatives across the DC employee population</p>

Communications

Key Focus Areas and 2025 Goals Continued

Topic	Progress to Date	2025 Goals	Agreed Approach
External Communications	<p>Hosted a series of ESG Industry fora with key clients and expert panellists to provide a venue for open information exchange on key ESG related topics. (See External Engagement)</p> <p>Published a number of ESG and DEI related blogs and articles on LinkedIn</p> <p>Collaborate with our global charity partner – REACH Siem Reap to help raise awareness of their mission and accomplishments</p>	<p>Continue to provide an open forum of discussion for ESG related topics for our clients, partnering with relevant industry experts</p> <p>Continue providing ESG related content via our website and social media</p> <p>Generate client awareness of our ability to support their ESG needs – including Strategy & DMA, Data Analytics, Risk & Regulation and Governance & Due Diligence</p>	<p>Utilise various communication channels to inform and educate our external constituents about the commitment we have and the work we do regarding sustainability. Including – clients, prospects, investors and the communities in which we operate</p>

Communications

2024 Scorecard

KPI (Key Performance Indicator)	Metric	2024 Result	2025 Target	2026 Target
External Engagement	# of DC hosted ESG industry events	2	2	3
Commutation Survey	% of employees who participated in our voluntary Annual Commutation Survey	63%	65%	68%
Demographic Survey	% of employees who participated in our voluntary Annual Demographic Survey	67%	70%	73%



Our Commitment to Sustainable Development Goals

Our Executive Committee endorse DC's alignment to the UN Sustainable Development Goals. Relevant to our size as a company and the industry we operate within, we agreed to report our progress to the UNGC annually on three of the seventeen SDGs – SDG 4, 5 and 9.

SDG 4 – Better Education

‘There is a lot of talent out there and we need to let them know that this is a safe and supportive place to be. DC is striving to make the pathway into financial services more accessible. Additionally, we are committed to ongoing learning as a crucial part of our employee experience. We will continue to innovate and make efforts towards these goals.’ – Joe Channer (CEO)

Premise: It is a DC priority to provide ongoing learning and development, both for our own staff and as part of our efforts to support charitable enterprises that provide educational and mentoring opportunities for disadvantaged populations.

Delta Capita’s related actions:

- **Ensured Kallidus (our e-learning platform) was accessible to 100% of our DC Employees with continual refinement of available modules**
- **Maintained company-wide L&D offer so it encompasses all parts of the business:**
 - Developed the second of three ESG modules in 2024, to educate employees on how DC is driving for sustainability and responding to ESG challenges
 - Further publicised the course catalogue for ongoing training and education of existing staff
- **Revamped our Learning and Development curriculum into four domains, available for all employees and contractors`**
 - Mandatory Annual Compliance Training (AML; GDPR; ABC; Ethical Code of Conduct)
 - Mandatory One-Time (Behaviour in the Workplace; LGTQ+ Allyship; Disability Awareness in the Workplace; Unconscious Bias; Prevention of Sexual Harassment for UK region)
 - Soft / Technical Skills (the important business and interpersonal skillset needed to succeed in a given role)
 - Business Line-Specific Training (Essential industry knowledge and skills to advance careers and deliver for clients, including Commercial Training, Project Management, and Change Management).
- **Maintained Delta Capita’s proprietary ‘London Banking Academy’**
 - Whilst open to the public, the LBA increased and diversified the talent pipeline into banking by creating opportunities for individuals with no prior experience or knowledge of Capital Markets, helping them to secure a successful career in banking
 - Since moving the course internally, any Delta Capita employee who has passed probation can access the LBA Foundation Course for free, which includes an ESG investing module
- **Implemented a reverse mentoring pilot programme for members of our Executive Committee**
- **Supported charitable enterprises and provided insight days that provided educational opportunities for disadvantaged youth and other disadvantaged populations.**
 - All 2024 charity partners aligned with our mission of helping disadvantaged people into employment
 - Continued our support for REACH Siem Reap, an English language school in Cambodia that aims to use education as a tool to improve the living conditions and employment prospects of its students – whilst concurrently helping to make positive and lasting change in the community
 - Participated in the UCL School of Management Summer School aimed at widening access to skills-based education for year 12 students
- **Maintained a UK School Leavers Support Programme**
 - Through this programme, DC aims to give young people from disadvantaged backgrounds the support and training needed to help ease them into professional work
 - The programme aims to improve diversity into professional and financial services

SDG 5 – Gender Equality

'Delta Capita will do more to continue the progress made on gender diversity through continuous training and support to allow real roles of influence to be made available to women in our business.' – Joe Channer (CEO)

Premise: DC is committed to gender equity in all aspects of our employee lifecycle from recruitment through to career development, compensation and advancement.

Delta Capita's related actions:

- **Maintained the momentum of our existing DEI committee, encouraging full global participation across all regions in which we operate**
 - Meets every month: discussing and organizing events, internal initiatives and communications
 - Quarterly gender report produced and reviewed by HR monthly
- **Targeted a 50/50 gender balance in our Graduate Recruitment**
- **Ensured diverse candidate slates for outside hires**
 - All job descriptions have 'anti-discrimination' statements
 - Reviewed best practices and specific training to encourage internal and external recruiters to promote diversity in the candidate slates
- **Refreshed gender aspects of the training curriculum**
 - Implemented updated mandatory anti-sexual harassment training across all employees
 - Delivered Prevention of Sexual Harassment (PoSH) training in India region office
- **Created global parental leave packages with relevant content for both men and women**
- **Pursued opportunities to extend our reach externally**
 - Hosted clothing and donation drives in some of our offices to collect donated items from staff that were provided to women at risk.
 - Networking event with FWA in APAC region
- **Advocated internally and externally for gender equality through a series of blogs, for example:**
 - Significance of Women's Equality Day
 - Return to Work / Being a Parent in the Workplace
- **Hosted a number of annual events to promote and educate on diversity and gender awareness**
 - Celebrated International Women's Day across many of our global offices, hosting get-togethers, networking or appreciation initiatives.
 - Launched Movember fundraising initiatives and held an event in our London office to raise awareness of Men's health and mental health issues.

SDG 9 – Industry Innovation and Infrastructure

'Delta Capita is establishing a business model that creates mutualised services for financial institutions. If firms have complex transaction processes and associated infrastructure that they run themselves, energy consumption for these firms will soar. Delta Capita's business model contributes to wider ESG goals by providing a shared infrastructure, designed with economy of energy in mind, that can act as a green highway for financial institutions.' – Joe Channer (CEO)

Premise: SDG 9 is consistent with our objective to “reinvent the financial services value chain” through the creation of mutualised operations that drive both efficiency and innovation. Similarly, our managed services support our clients' success through resource efficiency, innovative business solutions and cutting-edge technology.

Delta Capita's related actions:

- **Focused on upgrading the infrastructure both for capital markets and other areas of financial services in order to drive sustainability, with increased resource-use efficiency and greater adoption of environmentally-sound technologies / processes**
 - Presently we provide CLM, CMMS (Post-Trade, SRP and OTC Derivatives) and Market Infrastructure utilities as part of our mutualised service offerings
 - Extending service offerings to Pricing and Risk
- **Worked with clients to identify and implement business solutions that result in innovation, improved customer service and overall efficiency gains**
 - Identifying where our clients are wasting resources or time and establishing more innovative and efficient pathways
 - Delivering technology including Karbon, inspire, MACH and Qwyn, allowing clients to reduce their dependency on outdated legacy systems and giving them greater control over data
 - Implementing technology solutions end-to-end, from platform configuration to full data integration and seamless delivery
 - In addition to our extensive managed services business, Delta Capita have a sustainability advisory practice as part of our global consulting business. This enables us to advise our global financial services clients on their own sustainability goals including: strategy and double materiality assessments, data and analytics, governance and due diligence, risk and regulation and supporting with the execution towards the sustainability goals.
- **Provided opportunities for staff to advance professionally through participation in mutualised operations that provide new job opportunities and support career growth**
 - Taking over non-differentiated services (i.e. processes or tasks) and allowing the release of talent into performing higher value-added jobs
 - Delivering an environment of continuous learning to up-skill staff and enable them in industry-leading technologies

Internal Engagement

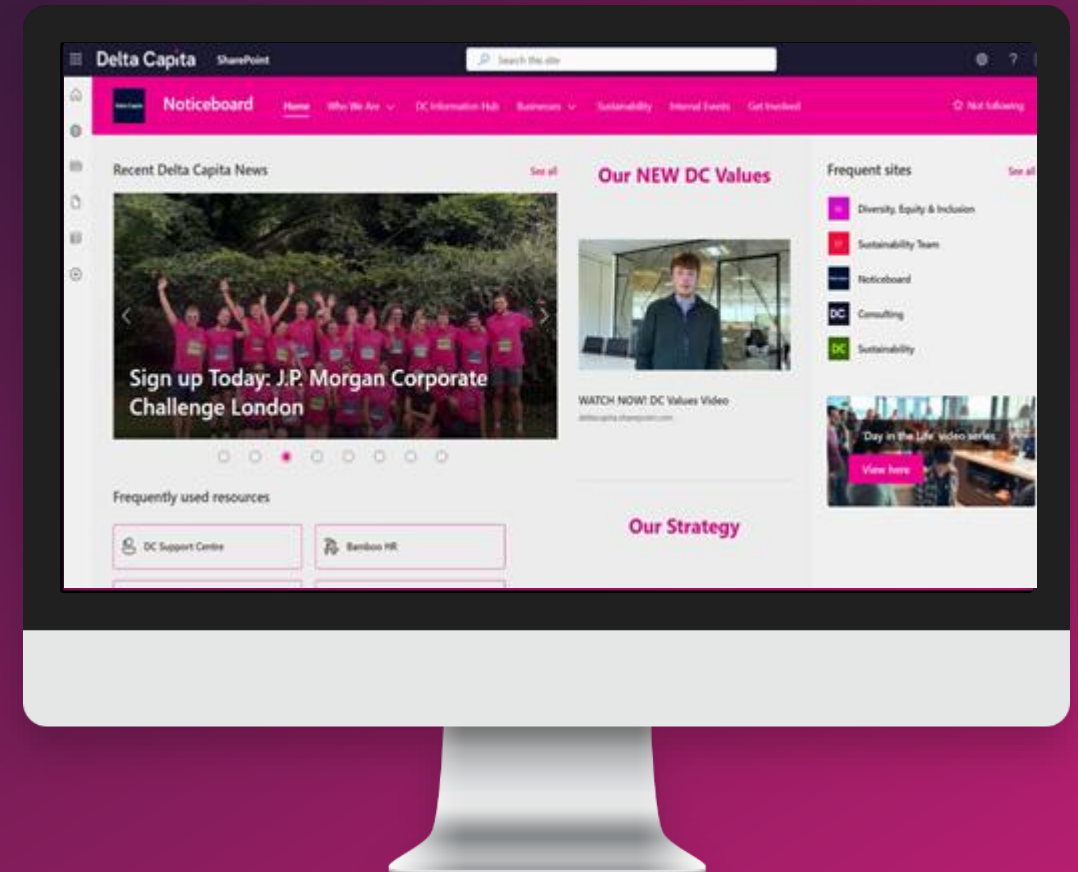
At Delta Capita, effective communication is key to embedding our Sustainability and DEI initiatives across the organisation. We leverage a variety of internal channels to keep employees informed and engaged—from our central Notice Board that highlights ESG and DEI news, to monthly town halls and regional meetings where leadership shares progress and celebrates collective achievements.

Our Sustainability and DEI Communities drive engagement across the business. Led by dedicated champions and workstream leads, these communities leverage peer-to-peer forums, DC's internal noticeboard, interactive workshops, and regular internal newsletters. Additionally, Microsoft Teams and email campaigns deliver timely updates, share thought leadership and encourage participation in ongoing initiatives.

We ensure our communication efforts align with employee needs through regular surveys. Each year, we conduct several surveys, including two Culture Amp surveys, a voluntary demographic survey, and a voluntary commutation survey. These valuable insights help us refine our approach while strengthening transparency and trust across the organisation.

Our commitment to sustainability and DEI is reflected in our annual Sustainability Report. The report features real-life case studies that highlight the tangible impact of our Charity and DEI workstreams, illustrating how our collective efforts make a positive difference in the communities we serve

Together, these channels and touchpoints help us cultivate a transparent, inclusive, and action-oriented culture. By engaging employees, we ensure everyone has the opportunity to support and contribute to our ESG and DEI ambitions.



Internal Engagement – Diversity, Equity and Inclusion

Our DEI and Sustainability Case Studies highlight Delta Capita's commitment to fostering an inclusive and responsible workplace. Showcasing real examples of internal engagement, participation, and awareness, these case studies demonstrate how our employees actively contribute to meaningful sustainability and DEI initiatives, driving positive change within our organisation and beyond.

Case Study

London hosted a vibrant Pride Comedy Night in June. The event, organised by the LGBTQIA+ committee, brought together colleagues and allies for an unforgettable evening of entertainment, education, and community.

The night featured performances from three professional comedians, who filled The DC Clubhouse with laughter while reinforcing the importance of inclusivity. Alongside the comedy, attendees participated in an interactive quiz designed to deepen their understanding of LGBTQIA+ history and

culture, with prizes awarded to the winners. **The event fostered meaningful conversations, strengthened connections, and exemplified this year's Pride theme—Inclusion—by creating a space where every individual felt valued and celebrated.**

With food, drinks, and an atmosphere of solidarity, the London Pride Event was a resounding success, reinforcing Delta Capita's dedication to fostering a workplace where everyone can thrive.



19

In-person DEI events hosted in 2024 across all regions

Case Study

As part of Delta Capita's commitment to diversity, equity, and inclusion, our Ethnicity & Religion Workstream hosted a special event in October to celebrate Black History Month. This year's theme, "Reclaiming Narratives," encouraged thought-provoking discussions on privilege, opportunity, and the importance of diverse perspectives in shaping a more inclusive workplace.

We were honoured to welcome Donna Fraser, OBE, a four-time Olympian and renowned speaker, who shared her experiences

and insights on resilience, representation, and the power of storytelling. The evening featured an engaging Q&A session and valuable networking opportunities for attendees.

By fostering open dialogue and education, this event reinforced our dedication to embracing diversity and creating a workplace where all voices are heard and celebrated.

67%

Of employees participated in our annual voluntary demographic survey



Internal Engagement – Networks and Affinities

Our Networks & Affinities showcase Delta Capita's dedication to fostering a connected and inclusive workplace. Through collaboration, engagement, and shared purpose, these groups empower employees to drive meaningful sustainability and DEI initiatives, creating lasting impact within our organisation and beyond.

Case Study

As part of Delta Capita's commitment to employee wellbeing and fostering an inclusive and supportive workplace, our London office launched a six-week boxing and fitness course during **Wellness Month in January**. Led by our Director of Sustainability, a former boxing coach, the programme aimed to enhance both physical and mental resilience among colleagues.

Boxing is not only a high-intensity workout that improves cardiovascular health, strength, and agility, but it also promotes discipline, self-confidence,

and stress relief. **Open to all fitness levels, the sessions provided a space for colleagues to challenge themselves, support each other, and develop a stronger mindset—both inside and outside the workplace.**

With limited spaces quickly filled, the programme was a resounding success, reinforcing Delta Capita's holistic approach to wellness and commitment to fostering a culture where employees feel empowered to prioritise their health and wellbeing.



81

Employees
voluntarily leading
global workstreams
and networks

Case Study

Delta Capita's Bangalore office hosted a special **International Women's Day** celebration to honour the incredible contributions and dedication of the women in our organisation.

The event began with an inspiring session led by Kirat Sandhu, a distinguished professional with over 23 years of experience across Learning & Development, Customer Service, and Operations. Her insights sparked meaningful discussions on women's empowerment, leadership, and career growth. The celebration continued with team-building activities, fun games, and a cake-cutting ceremony, fostering a sense

of community and appreciation. To further commemorate the occasion, a houseplant was gifted to all female employees in India, symbolising growth, resilience, and recognition of their valued contributions.

Through events like these, Delta Capita reaffirms its commitment to gender equity and inclusion, ensuring that every woman in our organisation feels empowered and celebrated.

9

Regions
supporting
network and
affinity groups



Internal Engagement – Charity

Delta Capita seek to align with charity partners who share our vision and our objective of making a positive difference in the communities where we operate. This commitment is both reflected in and fully aligned with our Values – collaborating for better outcomes, acting responsibly, being kind, and being engaged.

Case Study

At Delta Capita, we are proud to support our global charity partner, REACH! Siem Reap, through their annual Ride to REACH campaign—an initiative where volunteers cycle across Cambodia to raise funds for underprivileged children and families.

Team DC participated in this initiative, helping to break the cycle of poverty through education and community support. This year, we continue our commitment, aiming for an equally meaningful impact.

One of our own, Ian Tosh, took his dedication even further by traveling to Cambodia and cycling 650 km over 10 days as part of the Ride to REACH Challenge. His efforts exemplify the passion and generosity of Delta Capita employees, making a tangible difference in the lives of those in need.

By coming together to support REACH!, we reinforce our belief in sustainable, long-term change, empowering communities through education, healthcare, and essential resources.



408
Employees
participated in
charity events in
2024

Case Study

As part of Delta Capita's commitment to charity and community engagement, our dedicated New York office team took part in the annual Cycle for Survival event, raising an impressive sum in support of rare cancer research.

The team participated in one of the charity's signature stationary cycling rides, coming together to make a meaningful impact. Cycle for Survival has been a driving force in funding innovative treatments since its launch in 2007, empowering researchers to develop life-saving solutions for those affected by rare cancers.

This event exemplifies the power of collective action, demonstrating how Delta Capita employees channel their energy and commitment into causes that drive real change. By coming together to support groundbreaking medical research, our team is helping to bring hope and progress to those who need it most.



9
Global and
regional charities
supported

Internal Engagement – Environmental Actions

At Delta Capita, we are committed to consciously limiting the environmental impact of our business activities as part of our broader sustainability strategy.

Our pledge to become carbon neutral by 2040 is a goal that goes beyond internal ambition—it requires close collaboration with our landlords, partners, and third-party suppliers.

Just as critically, it involves engaging and empowering our people. Through a range of internal communications—articles, blogs, and awareness events—we aim to educate and inspire our employees to take meaningful steps toward reducing their environmental footprint.

We are also committed to transparency and accountability in how we measure and manage our environmental impact. In 2024, our carbon emissions were as follows:

- Scope 1: 4 tCO₂e
- Scope 2: 110 tCO₂e
- Scope 3: 1583 tCO₂e

These metrics help us track progress and inform future actions, while also encouraging a culture of continuous improvement.

To further support this journey, we provide clear guidance our employees on practical ways to minimise emissions and integrate sustainability into day-to-day decisions. By embedding environmental responsibility into every layer of our business, we aim to create lasting impact and drive collective progress toward a more sustainable future.



Reducing Greenhouse Gas Emissions

- Encourage eco-friendly commuting
- Meatless Meals for staff and catered office events
- Install plants that tolerate office conditions to offset CO₂

Improving Waste Management

- Eliminate single-use cups/bottles
- Disallow individual waste bins
- Provide separated bins for different waste type

Managing Power Consumption

- Decrease brightness on computers and turn off completely overnight
- Optimise natural light and using light wall colours
- Install energy-efficient lighting and motion sensors with automatic shut-off
- Adjust thermostats to maintain staff comfort, while minimising energy consumption

Promoting Ecology and Planet-Friendly Practices

- Use responsibly-sourced coffee and reusable K-cups
- Install water conservation devices and automatic hand dryers in WCs
- Limit printing – but provide recycled paper and default to black & white
- Use recycled, eco-friendly notebooks and bio-degradable or refillable ink pens
- Include green credentials as a key factor in supplier selection, notably for landlords

Diversity Overview

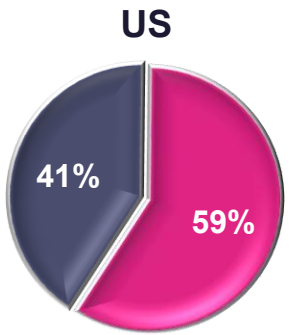
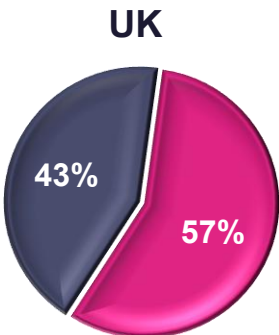
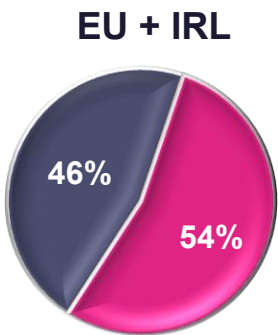
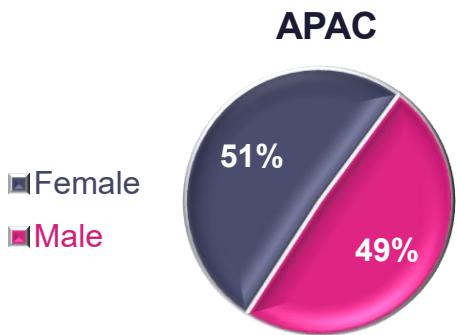
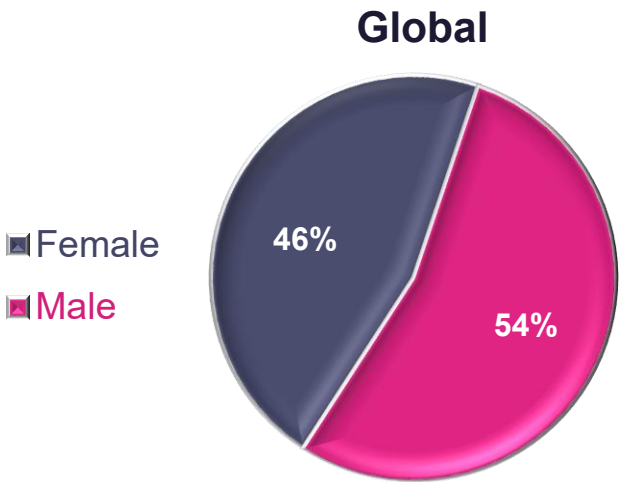
At Delta Capita, gender diversity is a cornerstone of our commitment to creating an inclusive and equitable workplace. This overview highlights the global representation of female and male employees across our organisation, alongside detailed regional breakdowns for APAC, EU & Ireland, UK, and the US. By sharing this data, we reaffirm our dedication to driving progress and building a more balanced workforce worldwide.

Importance of Diversity: Diversity is crucial for driving innovation, enhancing decision-making, and reflecting the global communities we serve. By embracing diverse perspectives, we can better understand and meet the needs of our clients and stakeholders.

Efforts to Ensure Diverse Candidate Hires: We have implemented targeted recruitment strategies, inclusive hiring practices, and continuous training programs to attract and retain diverse talent. Our commitment to diversity is reflected in our leadership, with 21% of our Executive Directors and above grades being women, a 4% increase from 2023.

Benelux Works Council: Our Benelux office is supported by a dedicated Works Council, consisting of five employees who represent the interests of their colleagues. Across our workforce, 0.5% are supported by formally elected representatives, ensuring that employee voices are heard and valued.

Gender Pay Gap: In compliance with mandatory reporting requirements, we transparently disclose gender pay gap metrics both in the UK and globally on a voluntary basis. This commitment highlights our focus on accountability and continuous improvement as we strive for greater equity in our organisation.



Performance Reviews and Training

Delta Capita, prioritise the development and growth of our employees through comprehensive performance reviews and targeted training programs. These initiatives are designed to enhance skills and align individual contributions with our organisational goals and values. By investing in our people, we drive sustainable success for our team and our business.



Performance Reviews

In 2024, 83% of our employees completed their performance and career development reviews. This process is essential for ensuring that all team members receive the feedback and guidance they need to advance in their careers and contribute effectively to the organisation.

Training

Delta Capita have created a learning and development culture through comprehensive training programs.

- **Learning Modules:** We offer 474 e-learning modules, continually updating and refining our content to address the evolving needs of our employees, business lines, and compliance requirements. This ensures that our training remains relevant and aligned with both operational goals and regulatory standards
- **Training Hours:** Our e-learning programs has provided a total of 5345 hours training, demonstrating our ongoing commitment to education and skill development. We are continually expanding our offerings to meet the evolving needs of our employees.
- **Ethical Conduct Training:** This training reinforces our commitment to integrity, ethical behaviour, and regulatory compliance. In 2024, 86% of our employees successfully completed the module, underscoring the importance we place on ethical conduct across all levels of the business.
- **ESG Module 1:** As part of our efforts to educate employees on the significance of incorporating environmental, social, and governance principles into our operations, 62% of our workforce has successfully completed this module.
- **Unconscious Bias Training:** This training, designed for senior staff, hiring managers, and recruiters, plays a vital role in ensuring fairness and equality in our hiring and management practices. In 2024, 43% of eligible staff have successfully completed it. We aim to achieve 90% completion in 2025
- **Behaviour in the Workplace Training:** focused on maintaining a positive and professional work environment. In 2024, 46% of our global workforce completed this training. Our target is to achieve 90% completion in 2025

External Engagement

Delta Capita actively engages with external stakeholders through a range of communication channels to showcase our Sustainability and DEI initiatives, foster collaboration, and drive meaningful impact.

Our ESG Client Fora, serve as a key platform for discussing industry best practices, regulatory developments, and innovative approaches to sustainability. Through these sessions, we engage with clients, partners, and industry experts to exchange insights and strengthen collective ESG strategies. Additionally, we share our progress through our corporate website, social media platforms, and thought leadership content, including blogs, podcasts, and whitepapers that highlight key sustainability milestones and DEI advancements.

Our annual Sustainability Report provides a comprehensive overview of our ESG commitments, achievements, and future goals, ensuring transparency and accountability. We also participate in industry conferences, panels, and collaborative partnerships, reinforcing our position as a leader in responsible business practices. By leveraging these diverse communication methods, we maintain an open dialogue with external stakeholders, drive ESG awareness, and contribute to the broader sustainability agenda.



External Engagement – ESG Industry Fora

At Delta Capita, we take the opportunity to partner with our financial services clientele and share insights on our respective sustainability journeys. During 2024, we hosted two industry fora – one on the challenges that Financial Institutions face related to the climate crisis and one on ESG data with a focus on the impact of AI.

Climate 360 – 20 March 2024

Own Operations

- Credible PTNZ commitment
- Challenges with Scope 3 emissions measurement
- Lack of consistent standards
- Issues with public disclosure

Clients and Investors

- Diversity of views
- Boundaries on credit policies
- Green finance and politics
- Need for regulatory collaboration
- Public policy

Third Party Suppliers

- Complexity across supply chain
- Driving change thru incentives
- Bilateral Education

[Click here for the article](#)

The ESG Data Dilemma – Is AI the Answer? - 2 October 2024

ESG Reporting

- Global frameworks and standards
- Benchmarking
- Data transparency

ESG Metrics

- Data quality
- Third party assurance
- Collection and validation

Technology Tools

- AI predictive analytics
- Large language models for data consumption
- Data validation
- Environmental impact of AI

[Click here for the article](#)



Sustainable Procurement

At Delta Capita, we believe that sustainable procurement is more than a responsibility, it's an opportunity to drive positive change. By integrating environmental, social, and governance (ESG) principles into our supply chain decisions, we not only reduce our impact on the planet but also foster partnerships with like-minded suppliers who share our commitment to sustainability.

❑ **Ensuring ethical, social, and environmental standards throughout our supply chain is a fundamental priority for Delta Capita.** In 2024, 96% of our priority and new suppliers acknowledged our Supplier Code of Conduct, demonstrating their dedication to these values. We remain steadfast in our commitment to achieving 100% acknowledgment in 2025

❑ **Building a strong foundation of knowledge and skills among our core buyers is essential to achieving Delta Capita's sustainability goals.** In 2024, 81% of our core buyers completed training on sustainable procurement practices and onboarding processes. We are committed to reaching 100% training completion in 2025.

❑ **Promoting diversity and supporting small businesses within our supply chain is important.** In 2024, 14% of our suppliers were diverse or small businesses. We are focused on increasing this figure to 25% in 2025, strengthening our dedication to building a more equitable and sustainable supplier network.

❑ **Conducting quarterly reviews of priority suppliers is essential for maintaining high performance and transparency across the supply chain.** These reviews help identify areas for improvement, innovation, and strengthen relationships. In 2025 Delta Capita aims to complete 20% of priority supplier reviews per quarter an improvement of 13% on 2024

Safeguarding our People, Data and Integrity

At Delta Capita, maintaining a **safe, secure, and transparent workplace** is central to our **sustainability strategy**. Our efforts in 2024 have focused on continuous monitoring, proactive education, and strengthening our reporting culture across all areas of risk and compliance.

Throughout the year, we recorded three **Health and Safety** incidents, all of which were handled promptly and thoroughly, with learnings shared to help prevent recurrence. We remain committed to nurturing a culture of safety and accountability in every workplace. As part of this commitment, we conducted office risk assessments in 100% of our global locations, ensuring consistent standards and proactive mitigation measures across all sites.

Cybersecurity remains a top priority. In 2024, 1024 attempted breaches were identified and tracked via our Cyrebro platform. All were successfully mitigated, demonstrating the effectiveness of our active surveillance and response protocols. We continue to invest in security training and awareness to keep our people and data protected.

We uphold a strong **Whistleblowing** framework to empower employees to speak up. In 2024 1 instance of whistleblowing was recorded, reinforcing the importance of having clear and trusted reporting channels. We continue to promote an open culture and provide education to minimise future issues.

We maintain a **Tight Control Environment** to protect our business and clients. Importantly, we recorded zero confirmed incidents of corruption in 2024—an encouraging reflection of our strong ethical foundation and the trust we strive to build with stakeholders.

Together, these metrics speak not just to our vigilance, but to our values—transparency, trust, and continuous improvement.



Risk and Compliance

The Risk and Compliance Committee (RCC) plays a vital role in Delta Capita's Sustainability programme Framework, ensuring robust governance and adherence to ethical and regulatory standards. The RCC is responsible for policy creation, development, review, monitoring, and compliance, providing oversight to mitigate risks and uphold our commitment to sustainable and responsible business practices. Below is a list of key policies that underpin our Sustainability programme Framework

Policy	Foundations	Environment	Labour and Human Rights	Ethics	Sustainable Procurement	Communications
Anti Bribery and Corruption				✓	✓	
Artificial Intelligence (A.I.)	✓			✓		
Business Continuity and Disaster Recovery	✓		✓			
Charity Engagement	✓			✓		
Clean Desk			✓	✓		
Client Confidentiality	✓			✓		✓
Conflicts of Interest	✓			✓	✓	
Data Protection	✓		✓	✓		
Dignity at Work			✓	✓		
Disciplinary			✓	✓		
Diversity and Inclusion			✓			
Employee Code of Conduct			✓	✓		
Enterprise Risk Management	✓			✓		
Ethical Code of Conduct			✓	✓	✓	
Family Leave			✓			
Global Corporate Communications						✓

Risk and Compliance

Key Policies - Continued

Policy	Foundations	Environment	Labour and Human Rights	Ethics	Sustainable Procurement	Communications
Global Health and Safety Handbook			✓			
Global Joiners, Movers and Leavers			✓	✓		
Grievance			✓	✓		
Hybrid Working		✓	✓			
Information Security	✓		✓	✓		✓
Modern Slavery Statement	✓		✓	✓	✓	
Operational Risk	✓			✓		
Physical and Environmental Security	✓		✓	✓		
Prevention of Sexual Harassment			✓			
Procurement		✓		✓	✓	
Professional Development			✓			
Supplier Code of Conduct				✓	✓	
Supporting Positive Mental Health			✓			
Sustainability, Environmental Impact and Waste Management		✓		✓	✓	
Whistleblowing				✓		
Work Experience			✓			

Delta Capita Locations

London

40 Bank Street Canary
Wharf London
E14 5NR

Amsterdam

Herikerbergweg 181 Vesta
building, 6th floor
1101 CN Amsterdam
Netherlands

Bangalore

Prestige Tech Park- III,
(4th Floor) Kadubeesanahalli
Bengaluru
Karnataka 560103

Dubai

Dubai Silicon Oasis DDP
Building A1
Dubai
United Arab Emirates

Dublin

Pembroke Hall
38 Baggot Street
Lower Dublin 2 D02 T938

Frankfurt

Mainzer Landstraße 69
60329 Frankfurt am Main
Germany

Kuala Lumpur

Level 18, Menara IQ, Lingkaran
TRX Tun Razak Exchange
55188
Kuala Lumpur

Manilla

15F SM North Edsa Tower
1 North Avenue
Quezon City

New York

1270 Avenue of the Americas,
Suite 1808
New York,
NY, 10020

Pune

Raheja Woods,
Kalyani Nagar
Pune
Maharashtra 411006

Singapore

7 Straits View
Marina One East Tower
#08-03A
S (018936)

Sydney

Level 11
1 Margaret Street
Sydney
NSW 2000

Warsaw

3/4 Marii Konopnickiej
00-491
Warsaw

Wrexham

Ellice House
Ellice Way
Wrexham Technology Park
Wrexham LL13 7YT

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