

Delta Capita

Sustainability Impact Report 2025



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Vision and Leadership – Message From Our CEO

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Sustainability is core to who we are, shaping decisions for our people, clients, communities and the environment. Supported by strong leadership and ESG benchmarking, we continue to strengthen our practices and uphold a zero-tolerance approach to human rights across our business and supply chains.

As a student spending time in Cambodia teaching English at an orphanage, I saw first-hand the realities faced by children growing up in poverty. Many families lived in overcrowded and informal housing, with limited access to clean drinking water, reliable sanitation, and consistent sources of food. Wanting to contribute, I began supporting the orphanage and the families connected to it.

However, this experience taught me an important lesson: while good intentions matter, lasting positive impact is most often achieved through organisations with strong governance, transparency, and the long-term structures needed to support communities responsibly and sustainably.

That understanding is what ultimately led me to Reach Siem Reap, our Global Charity Partner. Reach combines a deep commitment to supporting vulnerable young people and families in Cambodia with the robust foundations required to deliver sustainable, measurable change. Their values, community-centred approach and transparent reporting aligned strongly with my own principles and with Delta Capita’s commitment to being a socially responsible business.

Experiences like these have shaped my belief that sustainability begins with accountability and responsibility, asking what it means to be a good corporate citizen and how each of us can make a positive difference, both inside and outside the workplace. This mindset guides how we continue to embed sustainability across our organisation.

As we look to the future, our focus is on strengthening the foundations that enable long-term business resilience. We recognise the challenges ahead, from the rising energy demands of data centres to the ethical considerations surrounding the rapid expansion of AI, including how we safeguard both personal and client data and ensure technology is used responsibly. Despite these challenges, we see significant opportunity to enhance how we operate, support our people and strengthen the services we deliver for our clients. By investing in the right capabilities and being thoughtful about where and how we adopt AI, we can streamline our work, improve efficiency and create space for our teams to focus on what matters most.

By taking this balanced, principled approach to innovation and staying committed to our net-zero goals, we can continue to scale sustainably while creating long-term value for our clients, colleagues and communities.



Joe’s first visit to our global charity partner, Reach, in Cambodia

Joe Channer
Chief Executive Officer



Welcome to the Sustainability Impact Report

This report outlines the Group's structured approach to Environmental, Social and Governance (ESG) matters over the year. ESG is embedded within the Group's risk framework, with clear executive accountability supported by a structured governance framework and oversight provided by the Risk Committee

How are we embedding ESG across our operations?

Our responsible business strategy embeds ESG principles across our operations through four core pillars:

- **Responsible propositions** - Designing and delivering services responsibly, with strong controls, ethical practices and a focus on long-term value for clients.
- **Responsible employer** - Supporting our people through an inclusive culture, employee wellbeing, learning and development, and a commitment to fairness and respect.
- **Supporting our local communities** - Making a positive contribution to the communities in which we operate through volunteering, partnerships and targeted social initiatives.
- **Environmental awareness** - Increasing awareness of our environmental impact and taking practical steps to reduce it, including progress towards our Net Zero ambitions.

These pillars support sustainable growth and the creation of long-term value for customers, employees, shareholders and wider society, as well

What progress have we made during the year?

During the year, the Group has continued to strengthen governance, control effectiveness and accountability across ESG. This has resulted in improving data quality, strengthened ownership and enabling more consistent, decision useful insights., reflecting the ongoing development of the Group's ESG framework. This has been supported by continued enhancement of the Group's broader risk, control and governance framework

The Risk Committee provides oversight and challenge across ESG risks, controls and reporting, helping to ensure a consistent and disciplined approach across the organisation and its expanding value chain. Alongside this, the Group has focused on enhancing the control environment and further improving the quality, consistency and clarity of ESG data and reporting. This includes greater alignment between metrics, operational activity and financial outcomes, reflecting the Group's evolving operating model.

What are our priorities as we look ahead?

As the Group continues to evolve, the focus remains on the continued embedding of ESG within our approach to risk and decision making. We will maintain strong governance and effective oversight to support a disciplined, resilient approach, while continuing to benchmark our performance against recognised external standards and best practice.

In 2026, we are focused on three key priorities that will strengthen our sustainability foundations and long-term business resilience. These priorities are designed to ensure our Net Zero approach remains responsible, measurable and commercially relevant. Our values are embedded in how we operate, and our business continues to be shaped by the engagement and contribution of our colleagues. Further detail on these priorities is provided on [Slide 7](#).

In Conversation with Simon O'Malley

Chief Finance and Operating Officer



Our Sustainability Journey – Progress So Far

What does Sustainability mean for Delta Capita?

Every decision we make today shapes the world we will live in tomorrow. Sustainability is a shared responsibility and a commitment to creating long-term value for our clients, employees, and communities. Our strategy goes beyond setting targets, it focuses on embedding sustainability into our culture, strengthening client relationships, and making a positive impact on society. Above all of this, our **values** reflect what matters most to us, serving as the core beliefs that shape our decisions, actions, and interactions.

As a world-leading mutualised managed services provider, building a sustainable and resilient value chain is essential to achieving Net Zero by 2040. Achieving this will not be easy, it requires deep collaboration across our people, suppliers, vendors, and communities to address industry challenges, including rising energy demand from the technologies we rely on, growing environmental pressures throughout our supply chain, and social inequalities that threaten business continuity.

To deliver on this, we acknowledge we must engage suppliers through ESG-driven procurement, upskill employees to embed sustainable habits at work and at home, and advance inclusion initiatives that empower everyone to contribute, building a value chain that is equitable and aligned with our Net Zero pathway.

Furthermore, through our commitments to global sustainability accreditations we also illustrate our continued efforts to align ourselves with the largest and most impactful sustainability goals globally.

Delta Capita is a signatory to the United Nations Global Compact of which we report to every year through the Communication of Progress (CoP) against the ten principles of the UNGC.

Our Executive Committee also endorse DC’s commitment 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. We look to annually review and refresh all actions completed related to:

- **SDG 4** ‘Quality Education’
- **SDG 5** ‘Gender Equality’
- **SDG 9** ‘Industry Innovation and Infrastructure’

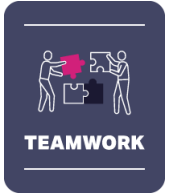
Delta Capita continues to disclose key climate risks, KPIs / Metrics and qualitative governance factors to the CDP to help guide goals and progress our Path to Net Zero.

Our continued partnership with Greenly allows us to collate and analyse our Scope 1 to 3 emissions across each office location for commutation, electricity, waste, procurement, business travel and employee headcounts.

We ensure that our colleagues join us on this journey with us. We actively collect feedback, insights and data from our colleagues through a range of engagement channels and dedicated tools. We learn about what matters most to our people ensuring our sustainability focus and direction remain relevant, relatable and aligned to the expectations and experiences of the global teams.

For Delta Capita, sustainability is a continuous journey, one that connects our people to our vision of **‘reinventing the financial services value chain’**.

“
Every idea, every action matters in shaping a better, more sustainable future.”



Accreditations



Delta Capita - 2025 Highlights



E-learning and Training

- 9637** E-learning hours completed (5345 in 2024)
- 496** E-learning modules delivered (474 in 2024)
- 9.3** Average training hours completed per person (5 in 2024)
- 99%** Mandatory compliance training completion rate (94% in 2024)

Culture and Engagement

- >83** Employees voluntarily supported global workstreams and affinity groups in 2025 (81 in 2024)
- 8** Offices across APAC, EMEA, UK, and US, supporting network and affinity groups



Charity and Community Impact

- \$4567** Funds raised to our Global Charity Partner Reach Siem Reap
- >1100** Charity event participations (408 in 2024)
- 824** Hours of volunteering contributed globally (728 in 2024)

Ecovadis Performance

Achieved a Silver Medal in Ecovadis, placing us in the **top 6%** of ranked and rated companies, as well as improving on our score from 2024.

CDP Climate Progress

We improved on our CDP score on climate action from a **D** in 2024 to a **B** in 2025.

2026 Priorities – Our Sustainability Approach

In 2026, we will focus on three strategic priorities that embed sustainable practices across our operations and empower every individual to play an active role in advancing our sustainability agenda.

These priorities reflect our commitment to continuous improvement, alignment with our values, and further progress on our Net Zero strategy, ensuring our targets are clear, actionable, and realistic.

1 Re-aligning our Net Zero Strategy with accurate emissions data

Over the past two years, our evolving footprint from two strategic transactions highlighted the need to reassess our Path to Net Zero targets and objectives.

Key Focus Areas:

- Reset emissions baseline set in 2022 to reflect more accurate data and transparent reporting
- Shift from expense-based estimates to activity-based emissions data
- Strengthen data coverage through vendor, supplier, and landlord engagement.
- Enhance Scope 3 visibility through upgraded Greenly supplier-engagement tools.

2 Embedding Sustainability into our Culture, Values, and Decision-Making

Sustainability underpins how we operate, embedding it into our culture relies on collective action across the business.

Key Focus Areas:

- Launch sustainability dashboard to increase transparency and engagement.
- Spotlight colleagues contributing to sustainability and community impact.
- Establish AI Committee to oversee responsible and safe AI use.
- Coordinate culture, charity and DEI initiatives through a unified Culture Committee.

3 Empowering employees to contribute ideas and take action

Creating more ways for colleagues to contribute to sustainability in ways that feel authentic and impactful.

Key Focus Areas:

- Create more meaningful opportunities for colleagues to contribute to sustainability.
- Strengthen internal communications to increase visibility of initiatives.
- Highlight engagement opportunities through monthly updates, Town Halls and newsletters.
- Use the charity noticeboard and volunteering chart to promote upcoming activities.



A wide-angle photograph of a busy city street during the golden hour of sunset. The scene is filled with the silhouettes of many people walking in various directions. The sun is low on the horizon, creating long, dark shadows on the pavement and a warm, golden glow that permeates the air. In the background, modern glass-fronted buildings line the street, and several construction cranes are visible against the bright sky. The overall atmosphere is one of a bustling, active urban environment.

Creating Value For Our People

Delta Capita

Our Commitment to People & Culture – Leadership Insights

How are we creating a culture where every employee feels valued and empowered?

Sean: We are deliberately shaping a culture that helps people feel safe, trusted and proud of where they work. Our values guide how we collaborate, give feedback and support each other's growth. The Culture Committee and employee led groups create forums for honest conversation, fresh ideas and celebrating different perspectives.

Our leaders at DC model openness, listen actively and invite challenge, so everyone can influence how we work. Through events, key cultural events and practical initiatives around wellbeing, flexibility and everyday behaviours, we make it clear that every voice matters and everyone has the chance to contribute and thrive.



Sean Vickers

Global Head of CLM Advisory

Which culture events or initiatives this year do you think delivered the most positive impact for our people, and why?

Pancham: Reflecting on a year of vibrant cultural engagement in India, from Diwali and Pride to Wellbeing and Disability Awareness, it's difficult to choose a single highlight.

However, two initiatives stood out most strongly for our teams. Our continued partnership with Youth for Seva had a profound impact, giving colleagues the opportunity to contribute meaningfully through upcycling notebooks for underprivileged students, planting saplings to support Bangalore's forest restoration efforts, and engaging in education-focused volunteering such as painting government schools and mentoring students on MS Office skills and interview readiness.

Alongside this, our Pride Month event featuring a transgender guest speaker resonated deeply. His openness in sharing his journey offered an authentic perspective on inclusion and created a powerful moment of empathy and learning for the entire team. Together, these initiatives not only strengthened community ties but also reinforced the values that underpin our culture at Delta Capita India.



Pancham Taneja

Head of Delta Capita, India

What mechanisms help us understand how inclusive and supportive our culture feels, and how do we act on that?

Lindsay: We use a range of listening mechanisms to understand how inclusive and supportive our culture really feels, and to ensure our decisions are grounded in lived employee experience.

Teamwork and Courage are core parts of our values. They shape how we listen and how we respond. We challenge ourselves to do the right thing, use emotional intelligence in how we engage, and remain open to honest feedback, even when it is uncomfortable.

We gather feedback continuously rather than relying on a single annual moment. After every town hall and major communication, we share a QR code to invite real time input from colleagues. Alongside engagement surveys, demographic survey, pulse checks, manager conversations, onboarding insights and exit data, this gives us a broad and current view of sentiment across the business.

We translate data into meaningful insight. Across the People team, we look beyond headline scores to identify patterns and understand the drivers behind them. This enables us to anticipate themes, address root causes and strengthen areas where colleagues tell us we can do better.

Most importantly, we turn insight into action. Themes are reviewed with senior leaders and built into clear team level plans. We close the loop by sharing what we have heard and how we are responding, reinforcing transparency, accountability and trust across the organisation.



Lindsay Jones

Chief People Officer

Empowering Employee Voices

Culture Committee

An employee-led, regionally represented group that plays a central role in shaping Delta Capita's culture strategy, and bringing our values to life. The committee influences policy, develops training, hosts events, engages with external organisations, raises awareness, and delivers clear, engaging communications. It provides top-level governance for Diversity, Equity and Inclusion (DEI), Charity, and Sustainability working groups, and meets quarterly to deliver an annual action plan that supports Delta Capita's Culture objectives and broader strategy.

People Committee

A regionally represented forum that enables employees from across the organisation to raise questions, provide feedback and collaborate on initiatives to enhance employee experiences thereby improving morale, retention, productivity, and culture. The committee's remit, underpinned by the firm's values, includes identifying opportunities, actioning improvements, and ensuring employee voices translate into positive changes.

Communication Channels

We use a range of communication channels to connect with our people, reinforce strategy, and support company-wide goals, fostering transparency and alignment. These include Global Monthly Updates, Internal Communications, Business Line and Regional Town Halls, the DC Digest and Noticeboard, and Teams channels.

Additionally, employees are also invited to participate in a minimum of three key surveys, as well as several pulse surveys that help shape our people strategy to drive a healthy workplace culture and positive experiences for our people. These include:

- **Commutation Survey:** A benchmarking tool that measures employees' carbon footprints, including travel, remote working, and meal choices, providing insights that inform actions supporting our Sustainability Goals and Path to Net Zero Strategy.
- **Demographic Survey:** Helps us understand our workforce by informing inclusive policies, events, and initiatives, and by tracking progress against our DEI goals to support a more diverse and inclusive culture.
- **Engagement Surveys:** Capture employee experiences, needs, and opinions, helping us assess what's working, where we can improve, and ensuring every voice shapes our workplace.
- **Pulse Surveys:** Short surveys throughout the year on topics like benefits, charity, and culture, giving quick insights into employee needs and experiences.

Through these channels and surveys, we ensure everyone has the opportunity to support and contribute to our culture and ambition.

71%

Commutation survey participation rate

64%

Engagement survey participation rate

60%

Demographic survey participation rate



Supporting Employee Wellbeing

Mental health can affect anyone, at any stage of life. At Delta Capita, we aim to normalise conversations, ensure that support is visible and accessible, and equip colleagues to help themselves and others. Our focus is on creating an open, inclusive environment where people feel safe to speak up and know where to find help.

Employees are regularly reminded of the range of support available to them including:

- **Employee Assistance Program (EAP):** Confidential, professional support available to all employees.
- **DC Digest (The Wellbeing Edit):** Our internal newsletter includes a wellness focussed section that discusses the importance of mindfulness, navigating uncertainty, and useful tips for people affected by stress and anxiety.
- **Mental Health Champions:** Trained Champions available to support employees who may need someone to talk to.
- **Wellbeing Check-ins:** Employees are encouraged to discuss workload, challenges, or general wellbeing with their managers, mentors, or HR.
- **DC Wellbeing Hub:** Provides resources and guidance to support employees across a range of wellbeing topics.

In addition, we promote physical and mental wellbeing initiatives that support employee health, morale, and productivity, key drivers of engagement and performance.

“
A healthy, supported workforce underpins a strong and authentic culture. When people feel safe, valued, and able to thrive, they bring their best ideas, energy, and collaboration to our organisation and clients.

Harriet Rhodes Jones, Principal Consultant



Global Wellbeing Initiatives

Digital Detox Event – Dublin

In December, the team took part in a Digital Detox initiative, combining the festive season with a focus on sustainability and mindfulness. A guest sustainability speaker discussed the benefits of mindful technology use and digital breaks, and employees set personal goals on how they could integrate digital-detox habits into their daily routines for the year ahead.



Wellbeing Health Talk - London

In May, Jack Duddy, a behavioural science consultant and founder of Kind, delivered a ‘Lunch and Learn’ session titled ‘Health Starts With Us: A People-First Approach’. The session provided practical tools to help employees recognise when someone may be struggling and offer meaningful, everyday support.



Mindful Map Lunch – Wrexham

In May, we hosted a wellbeing-focused Lunch and Learn on meaningful connections and the role of community in mental health. Colleagues took part in a guided “Mindful Map” activity to encourage reflection and conversation about how relationships support wellbeing.



Building an Inclusive Culture

Employee networks bring our culture to life by creating inclusive spaces where colleagues feel represented, connected and supported. Formed around shared interests or experiences, they offer opportunities to build relationships and participate in activities people care about.

These networks include:

- **Sports networks** including mixed football, the run club, padel, and cricket, providing regular opportunities for physical activity, teamwork, and wellbeing.
- **Social networks** including the Culture Club, Chess Club, and Gaming Network offer ways for colleagues to connect through shared interests beyond day-to-day work.
- **Our affinity networks** including the Black Employee and Advocates Network (BEAN) and the Women's Interactive Network (WIN), create dedicated spaces for community, advocacy, and support, helping promote an inclusive culture and amplify underrepresented voices across the business.

Employees also take part in team-based events throughout the year, such as the JP Morgan Corporate Challenge, Run the Wharf Challenge, and internal table tennis and pool tournaments, which help strengthen connection and engagement across regions.

>83

Employees voluntarily leading global workstreams and networks

8

Global offices supporting networks and affinity groups



Community Impact – JP Morgan Run

The J.P. Morgan Corporate Challenge is the world's largest corporate running series, and in July our OneDC London Team joined thousands of industry peers for the 37th London race. The 5.6 km route through Battersea Park offered a great opportunity for colleagues to connect, support one another, and enjoy some friendly competition alongside others in our sector.

The event showcased the strength of our community spirit and the value as employees came together outside the workplace to celebrate teamwork, wellbeing, and shared achievement.

“

Taking part in the J.P. Morgan run was a great way to connect with colleagues outside of work. It fostered a real sense of community, supported my wellbeing, and, as someone who had just joined the company, it was a fantastic opportunity to get to know people.

Will Swift, HR Business Partner



Global Diwali Celebrations

In October, Diwali was celebrated across our global offices, with a range of cultural events that highlighted the festival's themes of light, hope, and togetherness.

Dublin

- Colleagues enjoyed a presentation on themes of light, hope and new beginnings, including a Pictionary session, highlighting the festival's cultural meaning and traditions.

Bangalore

- Celebrated Diwali with activities including a Townhall, festive lunch, quizzes, Tambola and a diya-painting session.
- Colleagues joined a Best Dressed contest and ramp walk.

London

- Diwali was celebrated in London through our Autumn Celebrations event, which brought together knowledge sharing of diverse cultures.
- The event included a spread of cultural dishes, meaningful conversations, and presentations.



“
The Diwali event in Dublin was a fantastic experience, with people sharing real stories and the history behind Diwali, which I found especially meaningful. The warm, lively atmosphere and the traditional snacks were real highlights. It was a wonderful celebration that brought people together in an authentic and engaging way.

Anoushka Kushwaha, Analyst

Reflecting On Black History Month

In November, our London colleagues came together to celebrate Black History Month, an annual observance that honours the contributions, achievements, and cultural impact of Black communities throughout history. The event featured an afternoon of film, snacks, and meaningful conversation.

As part of our DE&I focus for the month, ethnicity & Religion, we celebrated the diverse ethnic backgrounds and religious beliefs that enrich our community.

We screened Kimberlé Crenshaw's *The Urgency of Intersectionality*, a powerful and thought-provoking talk that aligned with this year's theme, **“Standing Firm in Power and Pride.”** The screening was followed by a group discussion focused on reflection and allyship, know the past, shape the future. The session encouraged open dialogue and deepened colleagues' understanding of intersectionality and its ongoing importance both within and beyond the workplace.

“
It was a powerful opportunity to shed light on the different forms of prejudice people face through the lens of intersectionality, helping to educate others and raise greater awareness during Black History Month.

Tyrone Dike, Consultant



Disability Inclusion and Accessibility

Disability Inclusion Recruitment Practices

The employee experience starts with recruitment. As an equal opportunity employer, we ensure that every recruitment advert clearly communicates our commitment to fair and inclusive hiring. We welcome applications from all suitably qualified candidates regardless of age, colour, disability, national origin, ancestry, race, religion, gender, sexual orientation, gender identity or expression, veteran status, genetic information, or any other status protected by applicable law.

Regional Disability Inclusion Initiatives

In 2025, we also advanced our commitment to disability inclusion by engaging in regional initiatives, including:

- **India:** In July, DC India office partnered with two local charities centred around creation of learning aids and educational materials for children with disabilities, designed to support their developmental and classroom needs.
- **Wrexham:** Hosted educational sessions focused on raising awareness of neurodiversity through an informative presentation and interactive activities. Topics included ADHD, ASD, and OCD; how neurodiversity affects daily life; medication challenges; and practical ways to support neurodiverse colleagues at work. The session was highly valued by participants, broadening their understanding of neurodiversity and the strengths and “superpowers” many neurodiverse individuals bring.

Training

“Disability Awareness in the Workplace” is a mandatory training module that builds a shared understanding of disability inclusion, appropriate language, and workplace etiquette. It helps embed inclusive behaviours from the outset and supports a culture where colleagues feel safe, valued, heard, and supported.

Disability Confident Employer Accreditation

This year, we chose to build on our existing Level 1 Disability Confident accreditation by pursuing and achieving Level 2 status. In doing so we completed a self-assessment of our disability inclusion practices and actions, while reaffirming our alignment with the five core commitments of the scheme, namely:

- Ensuring an inclusive and accessible recruitment process
- Communication and promotion of vacancies
- Offer interview to disabled candidates
- Anticipate and provide reasonable adjustments
- Support any employee who acquires a disability or long-term health condition to enable them to stay in work.

Achieving Level 2 reflects our commitment to removing barriers, improving accessibility, and enabling colleagues with disabilities to thrive throughout their employment. Looking ahead to 2026 and beyond, we will continue advancing our approach to disability inclusion as we work towards Level 3 Disability Confident Leader accreditation.

Our focus will include deepening collaboration with colleagues, partners, and external experts to enhance how we recruit, retain, and develop people with cognitive and physical disabilities, and ensure our workplace is one where everyone feels supported and able to succeed.

84%

Disability Awareness Training
Completion Rate



Autumn Celebrations



In October, our London office hosted a Lunch and Learn event, Autumn Celebration, bringing together seasonal and cultural festivals from around the world through a series of short talks and engaging activities. The session featured speakers sharing insights into a range of cultural celebrations, including the Harvest Festival, Yom Kippur, Diwali, Navratri, and Bandhi Chor Divas.

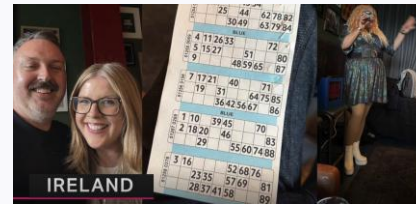
The activities and contributions included:

- **Dry Goods Collection for The Felix Project** – colleagues donated canned food, dry pasta, and tins to support the charity’s food redistribution efforts.
- **“Guess the Weight” Game** – participants brought a squash or pumpkin, with a prize for the closest guess.
- **Autumn Gratitude Tree** – employees wrote what they were grateful for on leaf-shaped notes.
- **Henna Station** – colleagues could receive traditional henna designs.
- **Potluck Lunch** – team members brought dishes from their own cultures, particularly foods enjoyed during the festivals being celebrated.

The event was a meaningful opportunity to celebrate, share, and learn about the rich cultural diversity within our workforce. It helped deepen understanding of global traditions, encouraged cross-cultural dialogue, and fostered a sense of community across the London office.



LGBTQIA+ Inclusion and Awareness



Across June, Delta Capita celebrated Pride Month by promoting LGBTQIA+ inclusion, visibility, and allyship through a series of engaging and community-led activities. These initiatives helped build understanding, strengthen belonging, and create opportunities for colleagues to connect, learn, and celebrate together.

From drag bingo and trivia nights to meaningful conversations, like our podcast with Tim Noblett, Director of Marketing at Pride in London, our Pride Month was filled with joy, connection, and purpose. As well as vibrant Pride-themed afternoons featuring a special edition of Lily Savage’s Blankety Blank, complete with a drag host and colleagues dressed as LGBTQIA+ icons.

This event strengthened colleagues understanding and support for LGBTQIA+ colleagues in a way that was memorable, inclusive, and reflective of our commitment to creating a welcoming environment for all.

Our mandatory **LGBTQ+ Allyship training** also strengthens our year-round education and awareness initiatives by helping colleagues build confidence, understanding, and inclusive behaviours when supporting the LGBTQIA+ community.

84%

LGBTQ+ Allyship training completion

People Development and Learning

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 for personal enrichment and career progression 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

We provide a fair and consistent evaluation process through role-specific competency frameworks, clear objectives, and alignment with our company values. Mid-year and end-of-year reviews provide time bound, structured opportunities for self- reflection, feedback and ongoing development. The moderation process ensures informed and consistent promotion and remuneration decisions, and strong alignment between individual goals and business priorities.

In 2025, 79% of employees completed their performance and career development reviews. This process remains critical for ensuring colleagues receive the guidance they need for personal growth and career development and receive recognition for their contributions.

In 2026, we will review the performance-cycle timelines to ensure sufficient space between mid-year and end-of-year reviews. This aims to improve the quality of discussions, give employees and managers more time to act on feedback, and improve the overall effectiveness of the process.

Training

We maintain a comprehensive Learning and Development curriculum organised into four domains and available to 100% of employees and contractors. This includes Mandatory Annual Compliance Training, Mandatory One-Time Training, Soft and Technical Skills, and Business Line-Specific learning.

Over the past year, we refreshed our company-wide L&D offering through a new e-learning partnership, introducing more interactive, engaging and scalable learning opportunities across the business. This resulted in a notable increase in training hours, with an average of 9.3 hours per person during the year (up from 5 hours in 2024). In addition, our L&D team delivered a series of lunch-and-learn sessions to support continuous skill development and knowledge-sharing. Further training metrics on [Slide 52](#).

To further strengthen leadership capability, we introduced a manager training programme designed to equip managers with the skills and tools they need to lead with confidence, effectiveness, and sustainability.

In 2026 we will continue expand access to high-quality development resources, including launching a refreshed reading programme to help colleagues explore curated content throughout the year. Update categories in Kallidus to make it easier for employees to navigate learning pathways and build role-aligned skills. Introduce a dedicated learning calendar featuring workshops, live sessions, and discussion events, ensuring continuous and accessible development opportunities for all colleagues.

9697

Total number of training hours provided by e-learning modules

95%

Staff completing Discrimination & Harassment training (89% in 2024)

84%

Staff completing Behaviour in the Workplace Training (43% in 2024)

84%

Staff completing ESG Module 1 Training (62% in 2024)

84%

Staff completing Unconscious Bias Training (46% in 2024)



Early Careers Programme

As part of our commitment to developing future talent, we ran an Early Careers Programme this summer offering both internships, work experience, and apprenticeships. These opportunities gave young people hands-on exposure to our business and the chance to develop key skills in a real-world setting.

- **London Internship Experience** - Six interns completed our six-week programme, contributing fresh perspectives and meaningful support across the business.
- **London Work Experience Week** - We hosted eleven students for a one-week placement, giving them insight into our operations and the chance to learn directly from our teams.
- **Indira University Recruitment Drive**- In June 2025, Delta Capita held a recruitment drive at Indira University in Pune, selecting four interns for a six-month placement and hiring four graduates into full-time roles.
- **London Apprenticeship Programme** - In 2025, we launched our apprenticeship programme with Multiverse to help employees build advanced AI and digital skills. Three colleagues are enrolled in the first cohort.



“

My work experience has been an incredibly insightful and rewarding journey. I had the opportunity to explore the different sectors within HR and gain a deeper understanding of how they operate in a real-world business environment.

Feedback from a work experience participant

Mentoring Programme

The mentoring programme supports professional growth and knowledge sharing across Delta Capita by connecting colleagues with experienced mentors who provide guidance, support and practical insight. Running twice a year, the programme launched strongly, with 69 mentees and 46 mentors participating in the first cohort.

The mentoring scheme also helps create a more inclusive culture by widening access to meaningful professional development across the organisation. It provides opportunities for less experienced individuals to gain insights from more experienced employees, as well as enabling senior colleagues to benefit from reverse mentoring, gaining fresh perspectives from newer team members. Overall, the programme helps colleagues build confidence, develop new skills and strengthen connections across Delta Capita, creating more consistent opportunities for growth.



“

I got to know a new colleague at DC as a new joiner, which gave me a great perspective on the culture here and helped me shape my goals in data science.

Feedback from a mentee

115

Colleagues enrolled

69

Mentees enrolled

46

Mentors enrolled

Developing Confident and Effective Leaders

The Leadership and Development Programme combines essential business and interpersonal competencies, including communication, emotional intelligence, and strategic thinking, with a strong focus on people management and leadership capability.

Managers benefit from a range of resources and tools designed to support them in their roles. These opportunities help strengthen interpersonal skills, build confidence, and equip managers to lead their teams effectively. This includes:

Aspire: Essentials for New Managers Training

- Module 1 – Get Me Ready to Be a Manager
- Module 2 – Managing Difficult Conversations

Career Manager Toolkit

A practical set of resources designed to give managers confidence in key responsibilities and support them in leading their teams.

Performance Review Training for Managers

Delivered before mid-year and end-of-year cycles, this training supports managers in giving constructive feedback, setting development goals, and ensuring performance discussions are consistent and effective.

55+

Managers trained in a full-day workshop



Building Relationships – Coffee Roulette Initiative

In October, we introduced **Coffee Roulette**, an informal networking initiative designed to help colleagues connect across different teams, regions, and levels of the organisation.

As part of our Culture Committee programme, employees are randomly matched into small groups for a short virtual conversation, creating simple opportunities to meet new people and build relationships beyond day-to-day work.

Held regularly throughout the year, Coffee Roulette helps strengthen our internal community by encouraging cross-team interaction, supporting knowledge-sharing, and fostering a more connected and collaborative culture.

These sessions are a low-barrier way for employees, whether new joiners or long-standing team members, to feel engaged, included, and part of the wider Delta Capita network.

4 Regions

Have taken part including US, UK, India, and Malaysia



Youth Empowerment Day at Elukholweni Farm School

One of our 2025 CSR highlights was a Volunteer PTO initiative delivered by a Wrexham Delta Capita employee at Elukholweni Farm School, a rural primary school in South Africa. The session focused on supporting Grade 7 learners as they prepare for their transition into high school.

The volunteer assisted in personal development workshop centred on resilience, confidence, and future planning, encouraging learners to think beyond their circumstances and visualise their long-term goals. Students also participated in an aspirational collage activity, creatively expressing their ambitions and strengths. The session formed part of the school's ongoing development journey and honoured the legacy of Wouter, a long-standing community advocate instrumental in the school's growth.

The engagement had an immediate positive impact, helping educators gain new insights into learners' motivations, while reinforcing Delta Capita's commitment to youth development in underserved communities.



“

Jacqui and your team... thank you very much for today's program with our Grade 7s, you really unlocked things that we did not know about our learners.

Feedback from the Principal, Elukholweni Farm School

Junior Achievement Volunteering - Renaissance School of Arts

On June 4th, eight Delta Capita US volunteers took part in a Junior Achievement Finance Park event in New York City, supporting forty-five 7th grade students from an underprivileged school.

Our team helped facilitate a full day of programming focused on building financial literacy skills, giving students practical knowledge and confidence to make informed financial decisions in the future.

This initiative demonstrates our dedication to youth education and positive community impact, aligned with SDG 4 (Quality Education).

“

I learned to manage my money, how to invest it, and save it for my future.

Feedback from a student



Promoting Gender Diversity

The Importance of Diversity

Gender diversity is a cornerstone of our commitment to an inclusive and equitable workplace. While our workforce data currently focuses on female and male representation, we recognise that gender diversity is broader and includes people of all gender identities and experiences. To support an inclusive culture in practice, we deliver a range of initiatives throughout the year, including Pride Month, International Women’s Day, and International Men’s Day. These activities have included panel discussions, mental health talks, and trans-inclusive fireside chats.

Diversity is central to how we operate as a business. We actively pursue greater gender diversity by embedding inclusion into our Culture strategy, policies, people practices, and culture-led initiatives, ensuring diverse perspectives inform decision-making, strengthen innovation, and help us better serve the global communities in which we operate.

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. We actively seek to strengthen female representation, particularly in senior roles, while ensuring every appointment is based on capability, experience, and business need. Our commitment to diversity is reflected in our leadership, with 21% of our Executive Directors and above grades being women.

Gender Pay Gap

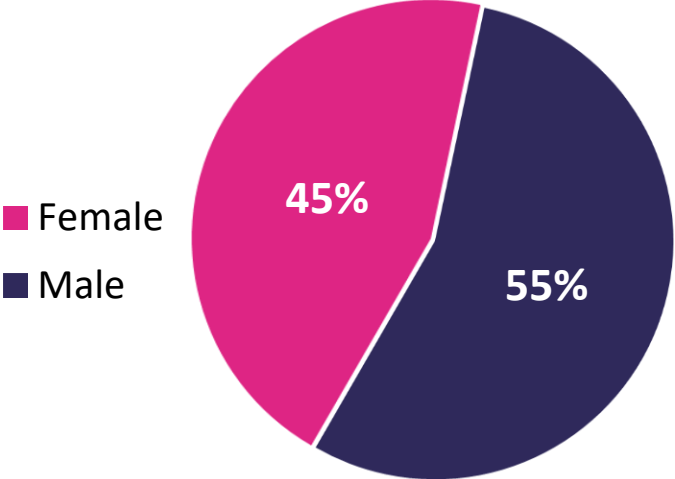
Whilst mandatory reporting requirements are applicable to some of our locations, we disclose gender pay gap metrics globally on a voluntary basis. This commitment highlights our focus on accountability and continuous improvement as we strive for greater equity in our organisation.

Menopause Policy

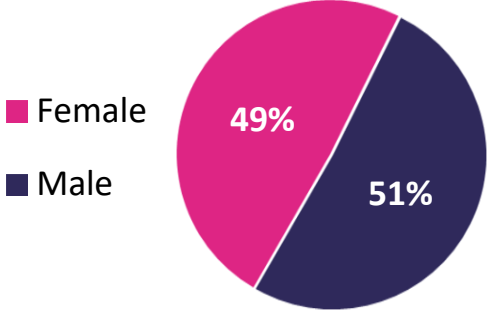
We introduced a Menopause Policy in our Ireland office, setting out clear guidance, practical workplace adjustments, and targeted support measures, including menopause leave, flexible working options, and guidance for managers.

The policy is designed to ensure colleagues experiencing menopausal symptoms feel empowered to request adjustments without embarrassment, are supported to carry out their roles safely whether working from home or in the office, and can have open, supportive conversations with managers and colleagues. By normalising discussions around menopause in the workplace, the policy helps ensure affected colleagues feel supported and included, strengthening an inclusive work culture and supporting gender equality.

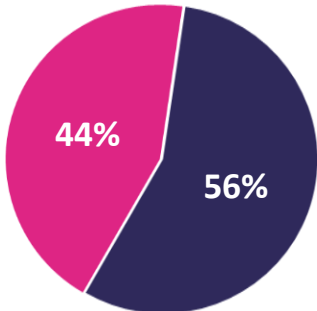
Global



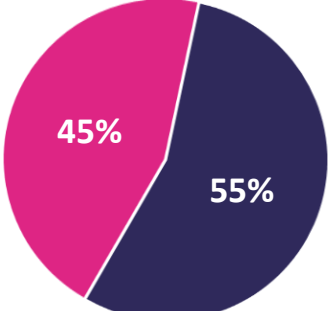
APAC



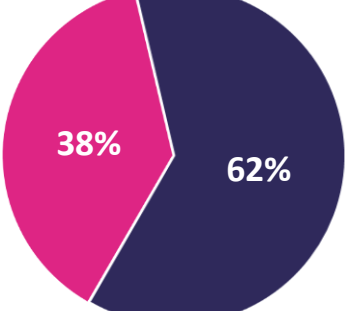
EU + IRL



UK



US



Reflecting on International Women’s Day

In 2025, we celebrated International Women’s Day across our global offices under the theme **Accelerate Action**, focussing on moving beyond conversation to drive tangible progress for gender equality. Teams across India, Singapore, Ireland, US, and London hosted a series of inspiring panels, creative workshops, and charitable initiatives that highlighted both the persistent barriers women continue to face, such as the leadership and salary gaps, and the critical need for greater sponsorship and advocacy.

Bangalore, Hyderabad & Pune: hosted an interactive session in partnership with the EAP provider, exploring how we accelerate action, followed by a creative storytelling and canvas painting event.

Singapore: hosted a regional Women’s Day panel, bringing together diverse voices online.

US: focused on giving back, leading a donation drive to support women in need throughout the month of March.

Ireland: held an IWD Q&A session with DC alumni, who shared their career journeys, empowering moments, and insights on ‘Accelerate Action’.

Culture Club: celebrated the powerful words of Maya Angelou with Still I Rise and Phenomenal Woman, iconic poems which encapsulate the spirit of Accelerating Action in women’s rights.

London (HQ Event): hosted a thought-provoking panel discussion featuring a diverse lineup of DC Senior Leaders, who boldly tackled taboo topics, embracing the theme of Accelerating Action in its true form. They explored challenges and actionable strategies for driving meaningful change, addressing issues that are often left unspoken.

We are focused on accelerating pathways for women by strengthening sponsorship and visibility for emerging female talent, ensuring they are actively championed in decision-making spaces and considered for high-impact opportunities. At the same time, we are addressing the “broken rung” at middle management by creating clearer, more supported progression routes into VP+ roles.

This includes targeted development, access to senior leaders, and structured opportunities that equip women with the advocacy, networks, and confidence needed to advance. These priorities form the foundation of our commitment to driving meaningful, long-term gender equity in 2026 and beyond.



Insights – Voices from International Women’s Day

Rhona Dhony, Associate, CLM People

“

I had the honour of hosting an insightful Q&A panel discussion with Amanda and Obonu in celebration of International Women’s Day, on behalf of Delta Capita.

Both Amanda and Rachael generously shared their unique career journeys, from how they got started to where they are today. They reflected on their highs and lows, the lessons they’ve learned along the way, the advice they’d give to their younger selves, and the moments in their careers where they truly felt empowered.

Celebrating Men's Mental Health Month

International Men's Day aims to challenge stigma and encourage open conversations about mental health, helping men feel more comfortable seeking support. Social expectations around appearing strong or emotionally reserved can discourage men from speaking openly about challenges such as anxiety, depression, or stress, making awareness and visibility initiatives particularly important.

In November, Delta Capita marked International Men's Day by promoting men's health and wellbeing initiatives across the firm, including Movember, Stress Awareness Day and Week, and International Men's Day. These activities helped encourage open dialogue around mental health, while shared resources supported greater awareness of stress and its potential impact.

In Dublin, employees actively participated in the global Movember campaign to raise awareness of men's health issues, including mental health, suicide prevention, and prostate cancer.

The campaign raised \$400 in donations and saw strong engagement through moustache-themed activities and wellbeing talks, helping to normalise conversations around men's health and reinforce a culture of openness and support.

This was complemented by a "Last Man Standing" football prediction challenge, which engaged 30 participants and raised a further \$250 in support of Movember. Beyond fundraising, the initiative encouraged camaraderie, positive competition, and a shared sense of ownership across teams.

Insights – Breaking the Silence on Men's Mental Health

Allen Jacob, Senior Analyst, CLM People

“
After going through some family issues towards the end of last year, I initially tried to cope on my own, thinking it was something I just had to deal with quietly. Like many men, my instinct was to stay strong and not show that I was struggling.

But once I opened up to friends, I realised how much lighter things felt, simply knowing there were people who genuinely cared and wanted to support me.

It showed me that support is always there if you're willing to reach out, and that asking for help doesn't make you weak, it takes courage. It's something I'd really encourage other men to do, because you don't have to go through things alone.



Accelerating Female Leadership Pathways

India Leadership Development Programme

Delta Capita India realises the need to launch an Emerging Leadership Development Program for 10 participants, including people managers and high-potential future leaders (VPs and AVPs).

This initiative is designed to cultivate a strong sense of accountability and clarity in responsibilities, empowering individuals to be effective, self-reliant leaders who are committed to ongoing improvement. Participants will undergo a leadership assessment to gain awareness of their current capabilities and potential, complemented by personalized coaching.

The goal is to equip them with practical tools and strategies to enhance their leadership skills, ultimately helping them become inspiring leaders who drive their teams toward organisational success

VP Spotlight Initiative Proposal

Despite ongoing efforts, a gap in female senior leadership at VP+ remains. Feedback from a recent International Women's Day event highlighted limited sponsorship, visibility, and support within middle management as key barriers to progression, reinforcing the need for targeted action to enable advancement into senior leadership.

Senior leaders also noted limited visibility of female talent across the firm, signalling a clear opportunity to enhance exposure. The initiative is designed to aid the progression of high-potential female talent within the firm by addressing visibility and sponsorship gaps, equipping participants with insight, exposure and broader internal networks.

The initiative is designed to aid the progression of high-potential female talent within the firm by addressing visibility and sponsorship gaps, equipping participants with insight, exposure and broader internal networks.

- **Cohort Selection:** 12 high-potential female VPs selected across the firm (3 per business line)
- **Senior Sponsor Selection:** Four senior leaders appointed as core sponsors
- **Spotlight Sponsor Groups:** Participants divided into four groups of three, each aligned to a sponsor on a quarterly rotation.
- **Quarterly Sponsor Engagements:** Each quarter includes a sponsor-led masterclass, "Day in the Life" leadership experience, and monthly 1:1 sponsorship sessions.
- **Wider Cohort Initiatives:** Quarterly spotlight lunches for the full cohort participation in a relevant industry event





Corporate Social Responsibility

Our Commitment to Social Impact – Leadership Insights

What does Corporate Social Responsibility mean for Delta Capita and how does it shape the way we create social value?

Luke: Corporate Social Responsibility at Delta Capita means embedding social impact into our culture and actions. We create social value by giving back through global initiatives like our Reach Siem Reap 10k steps challenge and Sow & See events, which unite colleagues around a shared purpose.

Locally, activities such as the charity pub quiz night for Centrepoin in London demonstrate our commitment to supporting causes that matter to our communities. By empowering employees to participate and partnering across regions, we deliver meaningful, positive change.

In what ways can employees contribute to creating social impact across our global and regional initiatives?

Matt: Delta Capita employees drive meaningful social impact by combining global alignment with strong local ownership. At a global level, we amplify impact through coordinated volunteering initiatives, knowledge-sharing, and cross-regional collaboration.

Regionally, employees are best placed to identify community needs, lead local charity partnerships, and participate in working groups that translate strategy into action. Just as importantly, encouraging colleagues to contribute ideas and take initiative fosters a culture where social impact becomes part of how we work, not just an add-on.



Luke Castenskiold
Global Charity Lead



Matt Mellor
Global Charity Lead

What does Corporate Social Responsibility mean for Delta Capita and how does it shape the way we create social value?

Danné: Two initiatives where employees made a meaningful impact this year were our Earth Day “Sow & Seed” Painting & Planting event and a Neurodiversity Awareness session.

The Earth Day event encouraged sustainable habits and wellbeing, with employees decorating plant pots, planting seeds to take home, and raising funds for our global charity REACH, which provides spectacles for children in need. The event also created a valuable opportunity for the Wrexham office team to bond, express their creativity, and step away from their desks together, contributing to a more positive and collaborative workplace environment.

The Neurodiversity Awareness session helped build understanding of ADHD, ASD, and OCD through interactive activities and discussions, highlighting the strengths of neurodiverse individuals and reinforcing our commitment to an inclusive workplace. Both initiatives were well received and demonstrated how employee-led events can promote sustainability, wellbeing, and inclusion.



Danné - Claudette Vogel
Charity Committee Representative

How would you describe the impact of Delta Capita’s support across your programmes over the past few years?

Charlie: Reach’s partnership with Delta Capita has gone from strength to strength over the past four years. Those who know Reach understand we are far more than an English school; our holistic support for all 185 beneficiary families is what truly breaks the cycle of poverty. Delta Capita’s sponsorship mirrors this approach, contributing across our 13 programmes in a genuinely comprehensive way. Their classroom sponsorship and co-funding of our food and nutrition programme ensure our students can learn on a full stomach and thrive academically.

Their commitment to wellbeing is equally valued, enabling a range of sports electives that our youth would otherwise never experience. Their support also extends to leadership development through the Reach Role Model Club, helping Grade 7 learners understand responsibility and the importance of giving back. In addition, their contributions to our Outreach Programme provide essential emergency assistance, reducing the risk of students dropping out during times of family crisis.

When potential donors ask what an ideal partnership with Reach looks like, we proudly point to Delta Capita as our shining example.



Charlie Chalmers
Adviser to Reach Siem Reap

Making an Impact Through Fundraising

In 2025, we partnered with charities across six office locations and continued our global relationship with REACH Siem Reap, delivering more than 40 fundraising events (20 achieved in 2024).

Our partnerships focus on organisations that drive constructive change and support people facing barriers to employment, including individuals with disabilities and young people from disadvantaged backgrounds.

Together these efforts have enabled our people to contribute meaningfully to their communities and support individuals most in need. Looking ahead, our goal is to strengthen these partnerships and expand opportunities for employees to drive positive, measurable impact through fundraising.

£7400

Funds raised globally

>1100

Total number of participations (408 in 2024)



Engaging Employees in Our Communities

Volunteering is a powerful way to give back to the communities that we live and work in. Regional champions are encouraged to promote local volunteering opportunities that help connect colleagues with causes they care about.

To ensure volunteering opportunities reflect both employee interests and our charity objectives, we introduced volunteering preference surveys across our global locations to better understand employee needs and maximise community impact. Utilising the new volunteer PTO log page on the DC Noticeboard, select volunteering opportunities

As part of Delta Capita’s ongoing commitment to charity and social responsibility, we support individuals and/or groups taking one day of Paid Time Off (PTO) or two half days to volunteer with a charitable organisation of your choice (with the relevant approval from the DC Charity Committee).

824

Total hours of volunteering (728 in 2024)

114

Total number of employees who have taken PTO days (94 in 2024)



Our Global Charity Partner 'Reach Siem Reap'

About Reach Siem Reap

Having a global charity partner unites our people around a shared purpose, strengthens our impact on a global scale, and demonstrates our commitment to sustainable and value-driven change. We are proud to support REACH Siem Reap as our global charity partner.

REACH delivers integrated support across education, nutrition, healthcare, and community services in Cambodia, working to break the cycle of poverty at the grassroots level. The charity was personally selected by our **CEO, Joe Channer**, and was included in our philanthropic programme because of their shared vision with our regional charity partners, supporting disadvantaged communities through education and employment opportunities.

As part of our ESG commitment, we recognise that meaningful impact begins with our people and is driven through the events and initiatives led across the organisation. Each year, we deliver two fundraising events for Reach as part of our partnership: The first in April as our Environment Month and the second in September as our Month of Charity. These events create structured opportunities to celebrate our values, highlight diverse perspectives, and encourage collective action through fundraising for Reach. The proceeds directly support the charity by funding eye tests and glasses for students in Cambodia and by sponsoring children to take part in the 200km side-by-side bike ride, a life-changing experience that builds leadership, confidence, and opportunity.

\$4567

Funds raised

>277

Number of participations

Alongside these focus months, our philanthropic efforts including:

REACH Role Model Club

- A leadership and responsibility-building programme for 50 youths
- It helps students develop ownership of their personal development and community contribution, and aims to create future community leaders

Green Classroom

- Supports 25 children aged 6-7 with English education, digital literacy, meals, uniforms, and wellbeing support.

Outreach & Emergency Relief

- Provides short-term financial and material support to at-risk families to prevent student drop-out.
- This includes daily school allowance support, emergency supplies during flooding, short-term childcare, and motorbike repairs.

Sport Electives Programme

- Offers boxing sessions for both boys and girls three times a week
- Traditionally seen as a sport which mainly attracts Cambodian males, this activity has been a great hit amongst the female students, promoting gender equality



Global Earth Day Event for Reach

Every year, Delta Capita employees across all regions come together to support our global charity partner, Reach Siem Reap, through a sustainability-focused fundraising event in April.

In 2025, our Global Earth Day 'Sow & See' fundraiser brought together colleagues from five regions for a relaxing plant-and-paint activity that encouraged creativity, wellbeing, and sustainable habits. Participants decorated pots, planted seeds to take home, and enjoyed mindful time connecting with one another.

The event raised over \$2,000, where our support funded 215 eye tests and glasses for students in Cambodia, who previously struggled to see the board, instantly improving their ability to learn. More than 127 employees took part in the event, making this one of our most engaging and high-impact global charity activities of the year.

\$2092

Funds raised

215

Eye tests and glasses provided to Reach Students

127

Employees participated globally



“

I used to struggle in class because I couldn't see properly. Now that I have glasses, I can see the board, and my grades are improving.

Feedback from a student who received glasses

September '10k Steps a Day Challenge'



The Steps Challenge was a global effort, bringing together over 150 colleagues from all our offices as they committed to completing a minimum of 10,000 steps a day, whether by running, walking, or cycling, to raise funds for REACH Siem Reap, helping sponsor students in Cambodia to go on an 200km side-by-side bike ride.

Participants across every region demonstrated outstanding dedication, with those surpassing the daily target for the full month entered into regional and global prize draws, including bonus annual leave days.

The funds raised helped create unforgettable experiences for young students who love cycling. Through the programme, they learned practical road safety skills, how to use and care for their bikes, and how to navigate traffic signs with confidence. Some students even had the opportunity to become mentors, guiding younger riders and building valuable life skills for the future.

Thanks to everyone's energy and generosity, we raised over \$2,400 USD, enabling REACH to continue their vital work and to sponsor **four** children to join the 200km Side-by-Side charity ride in January 2026. This event promoted fitness and wellbeing across our global teams, while also creating meaningful social impact for a cause close to our hearts.

\$2475

Funds raised

>150

Employees participated globally

4

Children sponsored for the 200km Side-by-Side bike ride

“ Because of your generosity, our young riders had the chance to experience an unforgettable journey. You didn't just donate funds, you gave them opportunity, confidence, and a sense of belonging. Wearing their customised jerseys, they felt proud and excited, like true cyclists taking part in something special.

Feedback from Reach's Campaign Support Officer

Charity Pub Quiz - London

Delta Capita's London team hosted a lively charity pub quiz in support of Centrepont, the UK's leading youth homelessness charity providing safe housing and specialist support for young people aged 16–25.

Centrepont was chosen following a London charity survey identifying the causes employees care most about: children's welfare, homelessness, and poverty. The event aligned our community efforts with employee priorities while supporting a charity that helps over 15,000 young people each year through housing, tailored support, and advocacy.

More than 40 colleagues took part, in an enjoyable event as the teams competed for prizes including restaurant vouchers. The event received fantastic feedback from attendees and raised over £500 to help Centrepont continue its mission to end youth homelessness.

£500+

Funds raised

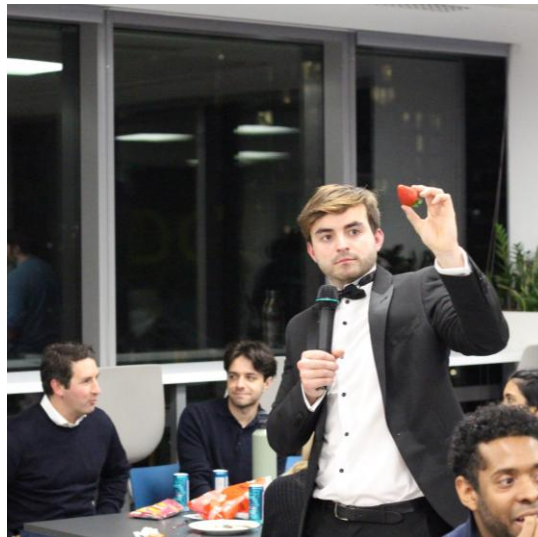
40+

Colleagues participated

“

The pub quiz was a standout success, raising money for charity through a highly engaging and well-organised event, with strong planning and coordination reflected in the excellent turnout and participation on the night.

Harry Moran, Event Participant



Jersey Day: GOAL - Dublin

In October, employees showed their team spirit by wearing sports jerseys to work while raising funds for GOAL, an organisation dedicated to helping communities facing extreme poverty and crisis around the world through humanitarian and development programmes.

With 25 employees taking part, the initiative raised €300. Though Jersey Day created a vibrant atmosphere in the office and sparked conversations about global development and humanitarian aid.

“

Jersey Day was great! It was really fun to see all the different jerseys people wore and to chat about why they chose them. Everyone had their own story or connection behind their pick, which made the day even more interesting

Peter Dempsey, Event Participant



€300+

Funds raised

25+

Colleagues participated

Cycle for Survival – New York

Delta Capita US employees took part in the Cycle for Survival fundraiser on March 5, joining the nationwide movement operated by Memorial Sloan Kettering Cancer Centre (MSK), where 100% of donations support lifesaving research into rare cancers.

Since its launch, Cycle for Survival has raised over \$400 million for rare cancers that often receive less funding than more common types of cancers.

In 2025, Delta Capita had twelve colleagues cycled in a high-energy relay style bike-a-thon using stationary two bikes, with participants raising over \$550.

“
Proud to have participated with Cycle for Survival for the third year in a row. This cause is extremely important to many of us, and it’s incredible feeling giving back our time, energy, and fundraising efforts to help others.

Feedback from a participant



Community Day Events - India

Delta Capita India delivered a series of impactful CSR activities between 19 July and 20 September, focusing on sustainability, disability support, youth empowerment, environmental action, education and community clean-up.

Across seven community events, in partnership with Youth for Seva and the Environment Management & Policy Research Institute, 140 DC colleagues contributed their time and skills to create meaningful, positive impact in the communities where they live and work.

During September alone, employees dedicated more than 700 hours to volunteering, and the team also raised over ₹17,485 to support local initiatives.

170

Trees planted

>40

Children with disabilities provided learning aids

>75KG

Waste collected

>100 Students

Provided employability readiness training



A large solar farm with rows of solar panels in a field, with mountains in the background. The panels are tilted and arranged in a grid pattern. The background shows rolling hills and mountains under a blue sky with some clouds. The foreground is a field of dry, golden-brown grass.

Driving Environmental Responsibility

Delta Capita

Our Commitment to Environmental Stewardship – Workstream Insights

What does environmental responsibility mean for Delta Capita, and how are we building the foundations for credible Net Zero progress?

Max Greenhalgh: Environmental responsibility goes beyond setting targets, it begins with understanding the true impact of our operations and taking deliberate steps to reduce it. For Delta Capita, this means having reliable data, using resources efficiently, minimising waste and working with suppliers who support our sustainability ambitions. As a mutualised services business, it also requires us to recognise the environmental footprint of the technology we rely on, particularly the growing energy demands of AI and data-centre infrastructure, a challenge that is increasingly shaping our industry. Understanding the scale of these impacts formed an important part of our Net Zero review this year.

As part of the review, we identified actionable levers where we have direct influence to improve the quality and consistency of our reporting. Working with senior leadership and key partners, we focused on enablers that would build the quality and breadth of our activity data, expanding visibility across waste, travel and energy, and beginning to utilise our supplier engagement tool to map Scope 3 emissions across our network. These steps are helping us create the robust data environment needed to make informed decisions and advance responsibly towards our long-term sustainability commitments.

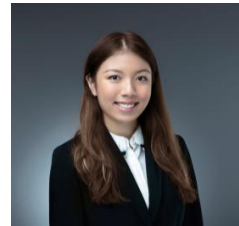


Max Greenhalgh
ESG Analyst

In what ways can employees contribute to improving our environmental performance across our global and regional initiatives?

Bella Ko: Employees can support our environmental performance in many practical ways across both global and regional initiatives. Taking part in activities such as the commuting survey, joining the Sustainability Champion Network or the Environment Workstream, and sharing ideas through internal blogs helps strengthen collective action.

Day-to-day behaviours also make a difference, including recycling correctly, reducing water use, switching off lights and equipment, and following workspace etiquette. By bringing sustainable habits from home into the workplace and engaging with initiatives enthusiastically, employees can help create a culture where environmental responsibility becomes part of how we work every day.



Bella Ko
Environmental Workstream Lead

What environmental challenges have we faced and improvements made this year, and what have we learned from them?

Abbie Chapman: This year has been a steep learning curve for the environment workstream, involving significant development and reflection. We faced challenges such as inconsistent regional data quality, gaps in landlord provided building information and difficulties gathering Scope 3 emissions data. This highlights the need for early communication and clear coordination between parties.

In response, we have improved our reporting by strengthening the relationship with our carbon platform, Greenly, and gaining specialist support. We also enhanced waste management through new bin signage and London office waste reporting, and deepened collaboration with suppliers to assess more accurate sustainability metrics.



Abbie Chapman
Environmental Workstream Lead

Delta Capita - Our Footprint Today

Our 2025 emissions footprint provides a clear view of our environmental impact across global operations.

The Group’s absolute emissions increased this year, driven primarily by an increase in Scope 3 emissions, accounting for 95% of total emissions and driven mainly by purchased goods and services, business and commuter travel, and wider value-chain activities.

The increase in Scope 3 emissions reflects structural changes in the Group rather than a like-for-like deterioration in environmental efficiency. These changes include the acquisition of the DTCC platform - Report Hub, and the onboarding of approximately 250 colleagues and associated third-party vendors, resulting in an increase in business scale and activity.

Improving the quality and granularity of Scope 3 data remains a key priority. Through our partnership with Greenly, we are strengthening visibility into emissions drivers, supporting the establishment of a robust baseline and the identification of meaningful reduction opportunities over time.

In 2025, our carbon emissions were as follows:

- **Scope 1:** 22 tCO2e
- **Scope 2:** 142 tCO2e
- **Scope 3:** 2862 tCO2e

These metrics help us track progress and inform future actions, while also encouraging a culture of continuous improvement. You can view a more detailed breakdown on [Slide 50-51](#).

Activity	Total Emissions (tCO2e)	% of Total Emissions
Travel and Commute	1197	40%
Service Purchases	633	21%
Digital	405	13%
Energy	307	10%
Product Purchases	257	8%
Waste	74	2%
Others*	193	7%

* Food and drinks, activities and events, assets, freight
 ** Sources: Labos1Point5, ExioBase, French National Forests Office



Global Decarbonisation Strategy

2025 marked a pivotal year for Delta Capita's decarbonisation strategy and our commitment to achieving Net Zero by 2040. Decarbonisation remains a core strategic priority. As our mutualised managed-services model continues to scale, we anticipate absolute emissions will continue to rise in the near term driven by headcount growth, increasing investment in mutualised service technologies and shared infrastructure, and a growing reliance on data-intensive systems, including those supporting AI-enabled services. These factors limit our immediate ability to directly influence Scope 3 emissions.

Rather than limiting action, this informed our decision to dedicate 2025 to building the foundations of a credible, realistic and deliverable strategy. Our review of the Path to Net Zero confirmed the need for a more nuanced approach to climate action, one that reflects where we can meaningfully influence change and is grounded in targets that Delta Capita can confidently stand behind.

The decision to reset our baseline from the original 2022 assessment was agreed with the senior leadership team and reflected the need to strengthen the quality and completeness of our emissions data. This process involved developing a clearer understanding of the data we were missing, the information we could retrieve through vendors, and how each operational activity contributes to our overall footprint. It also provided an opportunity to educate senior leaders on the drivers of our emissions profile, enabling them to shape decisions and provide meaningful input into the evolution of our approach.

Working closely with our carbon-accounting partner, Greenly, we refined our methodology, identified key data gaps and improved our visibility of where targeted action is needed. Through this work, we confirmed the decarbonisation levers where we have the most direct influence, waste management, energy use, business and commuter travel, digital activities and product purchasing. These areas now form the basis for targeted interventions aimed at enhancing data accuracy and supporting direct emissions reductions.

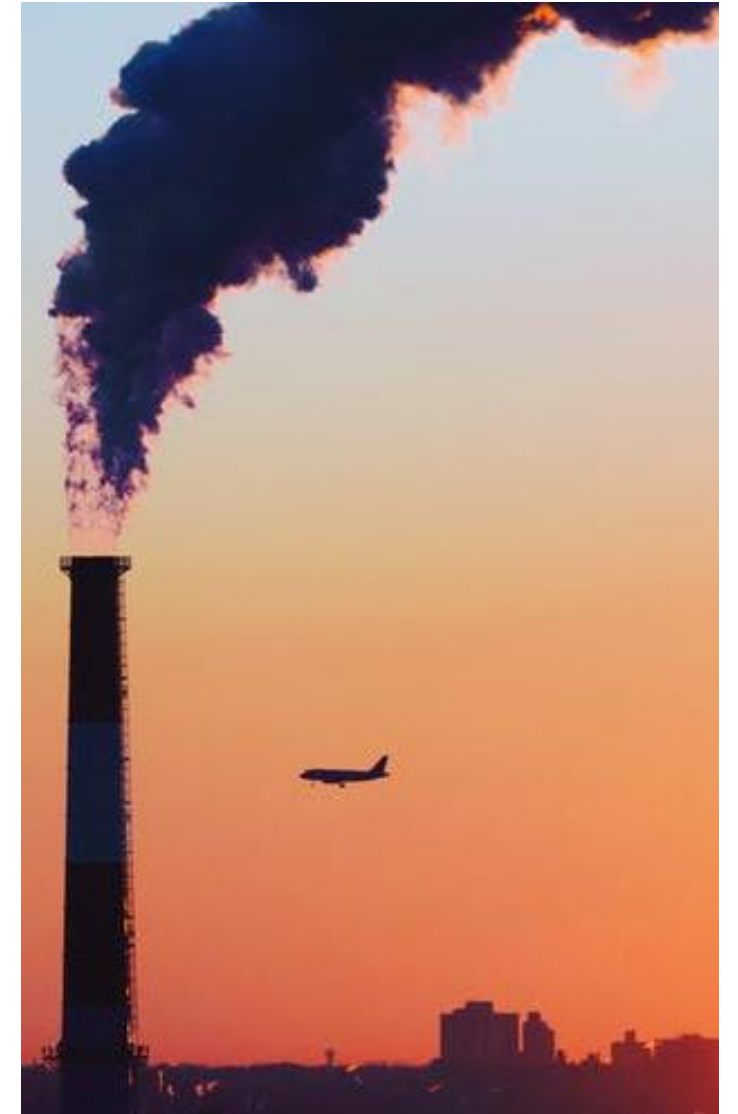
Furthermore, we continue to align with recognised sustainability frameworks and global initiatives, including the Carbon Disclosure Project, Greenly for Scope 1–3 emissions tracking, and the UN Global Compact's Ten Principles, in particular, the environmental principles (7–9), which guide our approach to environmental responsibility and climate action.

- **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.

These frameworks ensure accountability, transparency and supports decision-making.

2026 Priorities

- Improve emissions data quality and completeness across the business.
- Enhance visibility of key metrics and strengthen engagement with internal teams and suppliers.
- Expand waste and travel reporting from the UK to all global offices.
- Deepen understanding of our digital footprint i.e., cloud data usage, storage usage, data centre carbon intensity etc.
- Use insights to inform future decisions on cloud strategy, storage efficiency and office location planning.
- Develop a more robust carbon-reduction plan, including exploring intensity-based targets that better reflect a growing operational footprint.
- Establish a new emissions baseline from 2025 with actionable levers support accountable, evidence-led decarbonisation.



Driving Climate Action Across Our Operations

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

In 2025, we strengthened our approach to understanding and addressing Scope 3 emissions by launching a more ambitious supplier-engagement programme through our carbon-accounting partner, Greenly. Engaging suppliers will be critical to resetting our baseline and building the foundations of a more credible strategy.

In 2026, we will continue to build on this platform by assessing which suppliers have the greatest influence on our footprint and beginning to map decarbonisation opportunities across our supply chain. Furthermore, we will look to continue expanding on our Cycle to Work Scheme, educating employees on the benefits of low carbon travel.



B

CDP Climate Change rating 2025 (D achieved in 2024)

11

Participants in our Cycle to Work Scheme in 2025 (+7 since 2024)

Driving Engagement through Internal Tools

Sustainability is often described as a team sport, and meaningful progress depends on collaboration across our business lines and departments. Engaging colleagues in our sustainability agenda is therefore essential.

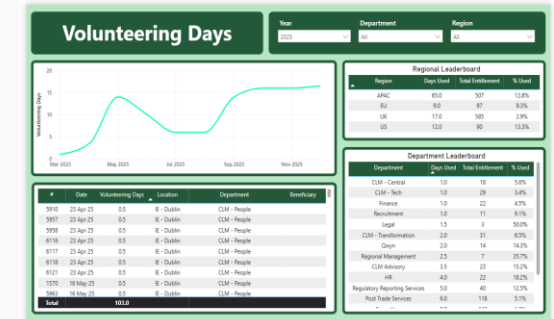
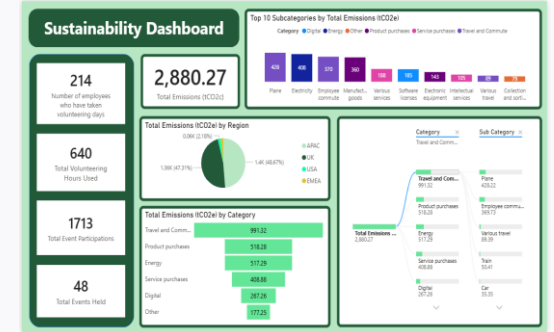
In 2025, we launched an internal sustainability dashboard to increase visibility of how our operations influence our carbon footprint. The dashboard brings together regional and activity-based emissions insights and highlights employee volunteering, supported by a friendly leaderboard to drive engagement.

We also continued to use firm-wide and regional channels to promote initiatives and share updates. Our annual commuting survey remained a key tool for understanding travel behaviours contributing to Scope 3 emissions, with participation rising from 63% in 2024 to 71% in 2025.

Together, these efforts made sustainability more visible across the business and helped lay the foundations for deeper engagement in the years ahead.

71%

Participation in our Commutation Survey



Energy-Efficient Office Practices

With rising energy consumption and changes to our office footprint, improving energy-efficiency remained a priority in 2025. Throughout the year, we worked closely with our office landlords to address data gaps and began developing an office sustainability matrix to help assess energy performance across locations and inform future lease decisions.

We maintained motion-sensor lighting across 100% of our offices and continued to comply with the Energy Savings Opportunity Scheme (ESOS), although we were not in scope for mandatory reporting in 2025.

We also updated our Sustainability Policy to clarify our energy-saving commitments and strengthened our global policies and Green Office Guidelines, providing employees with practical actions such as reducing laptop brightness, switching off equipment when not in use, and adjusting thermostats.

Where Delta Capita has operational control, renewable electricity is sourced through landlord-managed PPAs, including 100% at our London office and 40% at our Bangalore office in 2025. We continue to focus on improving data visibility, landlord engagement, and energy-conscious behaviours within our control.

436,417 kWh

Total energy consumed in 2025 (349,331 kWh in 2024)



Waste Management Practices

Waste management practices at Delta Capita continued to strengthen in 2025, with several improvements to our processes and policies. We updated our Sustainability and Waste Management Policy to include clearer statements on pollution prevention, biodiversity considerations, and refined waste-handling procedures.

We also developed a new mandatory Waste Management training module, to be launched in 2026, which explains the importance of correct waste disposal and recycling. Our participation target for this module is 60% across the year.

At an office level, we discourage single-use plastic consumption across all sites and recycle all toner and ink cartridges. In our London office, we began collecting more granular waste-consumption data and introduced clearer bin signage to improve waste-stream separation. We also produced a 'How-to-Waste' video, to be launched in 2026, demonstrating effective waste separation and how typical meal packaging should be recycled.

2080 kg

Total waste recovered (London Only)

42%

Waste recycling rate (London Only)



Clean Coasts Beach Clean - Dublin

In April, our team joined Clean Coasts Ireland for a series of beach-clean events across Sandymount, Bull Island, and the Grand Canal, collecting over 30kg of litter and making a measurable difference to the local environment.

Clean Coasts, run by An Taisce, an independent charity dedicated to protecting Ireland's natural and built heritage, supports over 2,000 community groups to carry out beach clean-ups, marine litter surveys, and other environmental activities.

Through this initiative, 17 employees used their PTO days to connect, collaborate, and build stronger bonds outside the office.

“
Last week, I took part in a street cleaning initiative with my teammates. The initiative may seem small, but it has a real impact. I'm thankful to be part of a group that doesn't just speak about sustainability, we live it.

Delta Capita Volunteer



Book Recycling Activity – India

About 26 employees from DC's Bangalore office joined the activity, supported by members of Youth for Parivarthan (our NGO partner) and student volunteers, bringing the total group to around 70 participants.

The event focused on a city-wide “Recyclothon,” where used student notebooks collected by YFP were sorted by volunteers. Our role was to remove unused pages, separate them, and help create new recycled books that will be distributed to children from low-income families. The used portions are sent to paper mills for recycling, and in return YFP receives new books for further distribution.

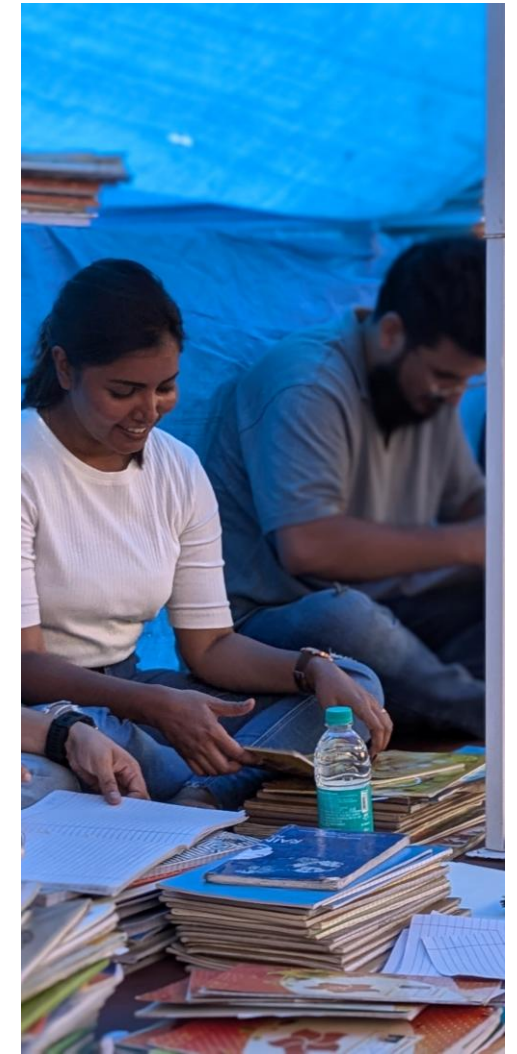
For DC, the activity aligned closely with our monthly sustainability programme, reinforcing themes of recycling and community support. Together, we processed more than 5,000 used books, reducing demand for new paper while helping ensure that children with limited financial means have access to essential learning materials.

>25

Employees participated

>5000

Used books recovered



Technology–Enabled Industry Innovation

Delta Capita (DC) contributes to SDG 9 by supporting the development of more efficient, resilient, and technology-enabled financial market infrastructure. Through our mutualised managed services and proprietary platforms, we help financial institutions modernise legacy processes, reduce operational complexity, and improve system efficiency without the need for them to duplicate infrastructure. By sharing scalable technology and operational capability across clients, our model promotes innovation in how financial services are delivered, improves data transparency, and supports more sustainable infrastructure across the capital markets ecosystem.

Delta Capita platforms such as Report Hub and Karbon are currently deployed across client operations, while other technologies, including Qwyn, remain in earlier stages of deployment and reflect continued investment in scalable, technology-enabled infrastructure aligned to SDG 9, with further progression anticipated in 2026.

QWYN

Streamlines communications with intelligent features that help users prioritise client enquiries and collaborate more efficiently as a team.

SDG-9 contribution:

- Improves operational efficiency by using data-driven insights to surface trends that support better prioritisation, capacity planning, and process improvement.
- Reduces manual effort and duplication through AI-enabled workflows, enabling faster and more consistent resolution of client enquiries.
- Strengthens workflow management and collaboration through structured routing and prioritisation of communications, supporting more resilient operational infrastructure.

Karbon

The DC Karbon Suite modernises client lifecycle process orchestration (onboarding and maintenance) for Financial Institutions (FIs) through a digital infrastructure, reducing manual effort from analysts to meet complex, nuanced and cross-border Anti Money Laundering (AML) KYC requirements. DC provide scalable solutions, that digitise rules and risk approaches for better control, and support improvement of data quality and customer experience.

SDG-9 contribution:

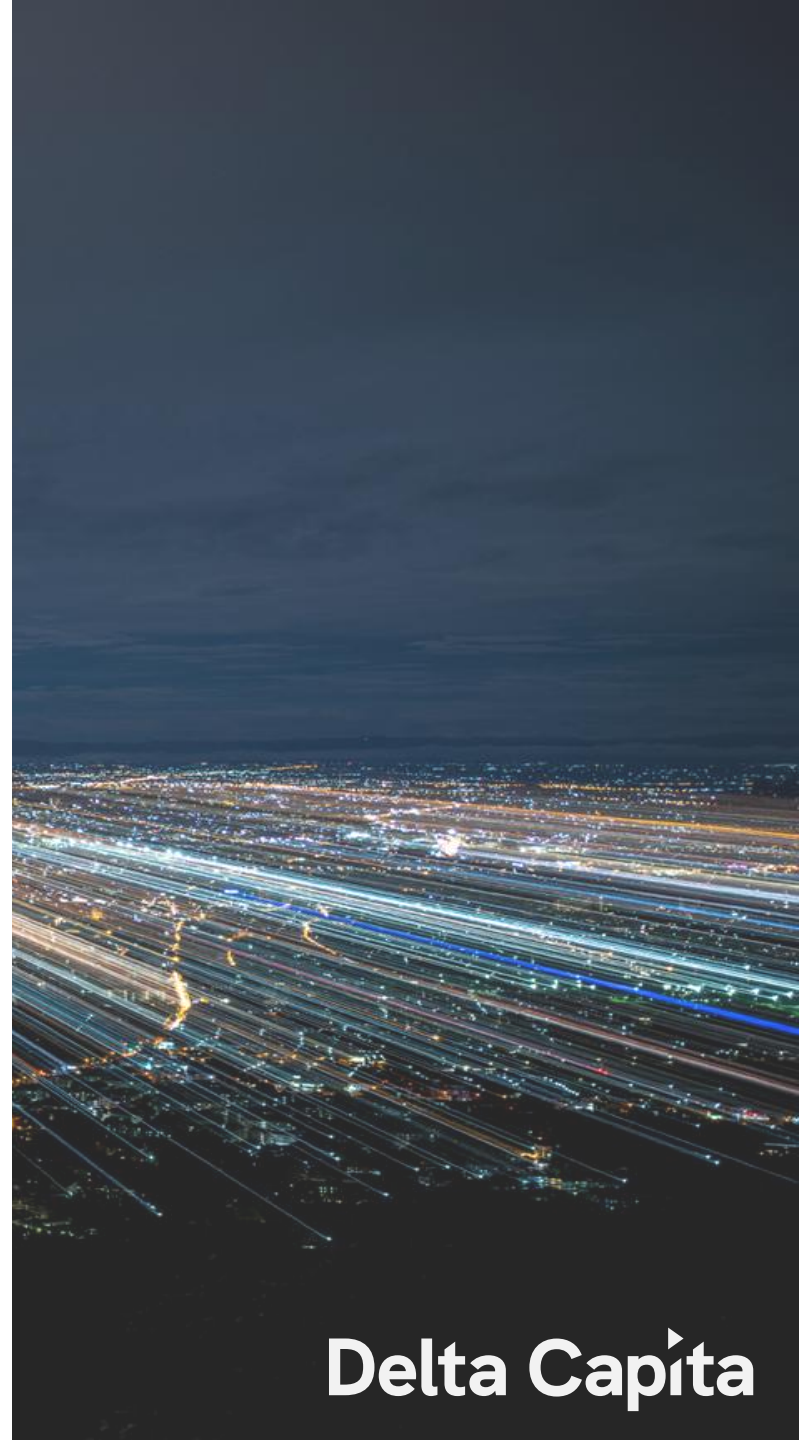
- Replaces manual, fragmented onboarding processes with configurable digital workflows for due diligence, policy, and risk processing. This is often across geographies (including developing regions), supporting FIs to find cross jurisdictional AML risk
- Digitises regulatory rule frameworks for KYC including identity verification and onboarding workflows, reducing reliance on manual checks and re-processing
- Enables secure digital collection of client data and documentation, reducing friction across onboarding and lifecycle interactions with an improved customer journey / experience
- Provides a cost-effective solution for lower tier FIs who can use a packaged product to reduce their risk in a sustainable way

Report Hub

Trade reporting solution, designed to simplify and streamline pre- and post-trade reporting across eight global jurisdictions.

SDG-9 contribution:

- Enables configurable, rules-based reporting workflows, allowing firms to align reporting processes with regulatory and operational requirements without manual rework.
- Supports reliable high-volume data submissions, strengthening the scalability and resilience of regulatory reporting infrastructure.
- Improves operational control and transparency through access controls, exception management, and real-time monitoring of submission status and performance.



Technology–Enabled Industry Innovation

Across our Capital Markets Managed Services (CMMS) activities and Market Infrastructure Utilities, we continue to invest in new digital platforms, including MACH, InSPire, and Elaris OTC, reflecting our commitment to innovation and scalable infrastructure aligned to SDG-9.

Elaris OTC

Enables fully automated matching of OTC derivatives trades and lifecycle events between market participants and achieves interoperability by translating native client messaging formats into the Common Domain Model (CDM) standard.

SDG-9 contribution:

- Automates the matching of OTC derivatives trades and lifecycle events, reducing manual post-trade processing and operational complexity.
- Enables different market participants to work together more effectively by translating proprietary trade data into a shared industry standard (ISDA Common Domain Model).
- Improves data accuracy and transparency by maintaining a single, agreed record of trades and lifecycle events between counterparties.
- Supports coordination with counterparties not on the platform, helping extend standardised processes across the wider market.
- Digitises manually confirmed trades, reducing manual intervention while maintaining full audit trails and documentation.

InSPire

Provides shared financial market infrastructure for the end-to-end lifecycle of structured products, improving efficiency, resilience, and interoperability across issuance activities, sales, and offer periods

SDG-9 contribution:

- Simplifies the management of structured products by bringing the full product lifecycle into a single, integrated digital platform.
- Improves operational efficiency by reducing manual steps in a product documentation service
- Strengthens data consistency and transparency by maintaining a central product record that can be accessed by teams and stakeholders across the organisation.

MACH

Delta Capita's MACH Distributed Ledger solution is tightly integrated with our workflow engine and event streaming technology. This enables the efficient design, implementation and execution of complex transaction processing.

SDG-9 contribution:

- Modernises clearing, settlement, and asset processes by enabling faster, more efficient handling of financial transactions through a shared digital platform.
- Reduces cost, risk, and data complexity by improving how immutable information is recorded and shared across financial institutions.
- Improves connectivity and compliance by enabling different systems and platforms to share data securely and work together more effectively.

A close-up, shallow depth-of-field photograph of a person's hands typing on a laptop keyboard. The person is wearing a light-colored, textured sweater. The background is a blurred office environment with a window showing bokeh light effects. The overall color palette is muted, with soft blues and greys.

Responsible Governance & Ethical Business Practices

Embedding Integrity into Every Decision – Leadership Insights

How is sustainability being integrated into Delta Capita’s business strategy and decision-making at an executive level, and what opportunities does this create for the organisation?

Simon: At Delta Capita, embedding sustainability into decision-making is not a parallel initiative, it is fundamental to how we govern the business, allocate capital, and operate at scale. Over the past year, we have strengthened our governance framework to ensure sustainability is built into core financial, operational, and risk decisions, with clearer accountability, enhanced oversight, and more consistent standards across our global businesses.

We have driven greater discipline in how we assess client engagements, delivery models, and cost structures, prioritising commercially robust, scalable work that supports long-term value creation while meeting our responsibilities to clients, colleagues, and the communities we serve.

A key enabler has been our progress in capturing and using data more effectively. We are now leveraging data we previously did not use, improving its quality and accessibility, and applying it to inform better decisions across resource allocation, risk management, and operational performance. This integration of governance, operational discipline, and data-driven insight strengthens our financial resilience by helping us optimise our cost base, improve utilisation, and make informed trade-offs in a complex environment.

Looking ahead, we will continue embedding these principles into our planning and performance frameworks to ensure sustainability is reflected not just in our intent, but in measurable outcomes, through disciplined execution, responsible growth, and consistent high-quality earnings and cash flow



Simon O'Malley
Chief Financial and Operating Officer

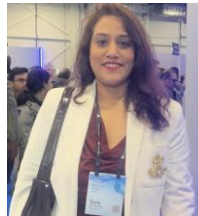
What challenges and opportunities does AI create for Delta Capita, and how are we managing them responsibly?

Tania: AI is opening up major opportunities across financial services, reshaping areas such as fraud detection, credit-risk assessment, personalised advice, virtual assistants, algorithmic trading, market insights, and large-scale reconciliations. These advances are already helping the industry work with greater accuracy and efficiency while improving client experience.

But alongside this progress comes a new set of challenges. Effective AI adoption depends on strong data security, responsible use, and careful oversight of how models operate. It also requires managing risks like shadow-AI, data leakage, non-compliant tools, and the handling of sensitive information, along with emerging concerns around the energy demands of AI systems and the need for more efficient prompting.

In 2026, we will continue to approach this shift with transparency and accountability. We plan to launch an AI Amnesty to give us full visibility of the tools used across the organisation, supported by a central inventory that will be reviewed regularly by the AI Committee, established at the end of 2025.

We will also continue implementing data-protection and governance measures to ensure firm and client information remains secure and strengthen our digital-security practices in line with the requirements of the Digital Operational Resilience Act (DORA). This work is increasingly important as expectations around digital resilience and the protection of client information continue to rise across the industry.



Tania De Wouters
Head of IT Risk Management

In your view, which improvements to our risk, compliance, or policy frameworks had the greatest impact on improving our responsible business culture this year?

Anne : One of the most significant improvements to our responsible business culture this year has been strengthening our risk and compliance framework through clearer policies, stronger governance, and improved organisational preparedness.

A major development was the updated Prevention of Fraud Policy, which reflects the growing sophistication of fraud and cyber-crime and sets clearer expectations, strengthens controls, and improves how potential risks are identified, escalated, and managed.

We also strengthened organisational resilience through a new Crisis Management Plan, which complements our Business Continuity Plan by providing the leadership structure, decision-making processes, and communication framework needed during high-impact incidents.

In addition, we updated our Whistleblowing Policy to align with regional legal requirements, ensuring colleagues across all jurisdictions have safe, appropriate channels to raise concerns and greater confidence in our reporting framework.

Together with targeted training and awareness initiatives, these updates have strengthened our responsible business framework, reducing risk, improving resilience, and reinforcing a culture built on integrity, transparency, and accountability.



Anne Martin
Chief Legal Officer

Sustainability Initiative Governance

Ensuring end-to-end (E2E) coverage of sustainability and alignment with ESG frameworks requires strong oversight from the Sustainability Steering Committee (SSC). The SSC provides strategic guidance and governance for Delta Capita's sustainability agenda, ensuring alignment with business strategy, regulatory requirements, ESG commitments, and stakeholder expectations. It plays a central role in driving progress toward our sustainability goals and shaping our wider sustainability strategy.

This governance structure supports our commitment to integrity, responsibility, transparency, and accountability, and reflects best practice in risk management, compliance, and corporate governance. The SSC's remit includes educating the organisation on key ESG issues and regulatory requirements, embedding ESG commitments into defined goals and metrics, assigning ownership for ESG deliverables, monitoring progress, and supporting staff awareness to ensure sustainability is embedded across the organisation.

In addition to the SSC, several committees contribute to the sustainability programme, including the Risk and Compliance Committee (RCC). The RCC meets monthly to assist and advise the Board, typically via the Board's Risk and Audit Committee, on its oversight of the organisation's Risk Framework, including risk appetite, identification, and monitoring. It also oversees the

company's control framework, covering operational risk, compliance, and the ESG-related risks facing the organisation.

The Strategic Execution Committee (SEC) aims to provide strategic direction and streamline operational processes within the Global business, addressing challenges, exploring opportunities, and improving efficiency. This group contributes to and implements strategies in partnership with the ExCo, makes decisions based on operational inefficiencies and (where required) create proposals for review by the ExCo. It ensures better collaboration between business lines and functions to mature the firm and meet personal internal contribution objectives.

In 2026, we will continue to strengthen our sustainability governance by reviewing the committees and reporting structures that support the SSC. This work will assess whether current forums have clear escalation pathways, appropriate roles and responsibilities, and formally defined Terms of Reference. In parallel, we will engage with our investors on updates to the delegation of authority framework to ensure it remains aligned with best practice and supports effective oversight as the organisation evolves.

Members	Frequency of Meetings	SSC Scope
<ul style="list-style-type: none"> Chief Finance & Operating Officer - Chair Chief Legal Officer ESG Executive Sponsor Chief of Staff Chief People Officer Global Head of Consulting Head of HR, UK + IRL Secretary 	<p>Quarterly – following the Risk and Compliance Committee Meeting</p> <p>(and more frequently as required)</p>	<ul style="list-style-type: none"> Environmental impact (climate change, energy, waste, water, biodiversity). Social impact (employee wellbeing, diversity, inclusion, community investment, volunteering). Governance (reporting, regulatory compliance, ethical standards, supplier engagement). Communication and engagement (raising awareness, building culture, stakeholder transparency).



Our Global Sustainability Programme

The sustainability workstreams form the backbone of our sustainability programme. At Delta Capita, we have seven workstreams supported by nine dedicated workstream leads, who oversee delivery of their respective areas and help drive progress towards the programme's sustainability goals.

In addition to this, we have a network of regional champions and programme sponsors who provide support to global and regional specific initiatives.



Foundations

“
Max: Foundations sits at the core of our sustainability programme, providing governance and management of sustainability activities at Delta Capita.

Over the last year, the Foundations workstream has played a central role in delivering several key commitments. This includes improving our Ecovadis score from 2024 achieving a Silver Medal, increasing our CDP rating from D to B, strengthening engagement across the sustainability programme, demonstrated by a 71% participation rate in our Commutation Survey, as well as actions to support our SDG commitments

It has also been a crucial year in shaping the strategic direction of sustainability at Delta Capita. In 2026, we plan to re-align our Path to Net Zero targets and begin supplier engagement to address Scope 3 emissions, ensuring continued progress in our long-term sustainability ambitions.



Simon O'Malley
Sustainability Programme Lead



Anne Martin
Sustainability Programme Lead



Max Greenhalgh
Sustainability Programme Lead

Driving Environmental Impact

“
Bella: The Environment Workstream drives sustainability by sourcing and inputting emissions and spend data for Greenly ESG reporting. It supports calculating the firm's carbon footprint, increasing transparency, promoting employee engagement with sustainability goals, and tracking progress toward DC's Net Zero commitments.

Abbie: As an Environment Workstream Lead, I've had the opportunity to work with regional leads globally to coordinate the data feeding into our ASR, CDP submission and Ecovadis assessment, gaining deeper insight into ESG reporting and its importance to the firm.

Recently, we partnered with a climate specialist at our carbon accounting platform, Greenly, to streamline our reporting processes and improve data quality. We also created our Sustainability Dashboard, offering a clear snapshot of key environmental metrics and reflecting DC's maturing approach to sustainability.



Bella Ko
Environment Workstream Lead



Abbie Chapman
Environment Workstream Lead

Our Global Sustainability Programme

Ethics

“

Anne: The Ethics workstream is founded on the principles of ethics outlined in our Ethical Code of Conduct. Under the code, Delta Capita makes a commitment to promote honest and ethical conduct by setting standards of behaviour for Delta Capita stakeholders to create an environment which reflects honest and ethical values and practices.



Anne Martin
Ethics Workstream Lead

Members of the workstream help the firm observe these standards and values: (1) internally (through engaging with management and risk and compliance committee) to ensure our compliance policies are conducive to promoting such standards (2) externally by extending those principles to our philanthropic activities. [In 2025, Delta Capita held over 40 charity events globally, with more than 1100 employee participations].

Labour & Human Rights

“

William: DC's Labour and Human Rights workstream has processes and reviews in place to uphold fair, ethical, and responsible practices across our organisation. Working as part of the HR team, part of my role is that structured policies and procedures are in place to protect our people and promote a safe, inclusive workplace which ties into the essence of our LHR workstream.



Will Swift
Labour & Human Rights Workstream Lead

Procurement

“

Binta: Procurement comprises of members or staff who perform different functions within the firm but collectively, manage risks and controls in relation to Delta Capita's purchasing activities in accordance with Delta Capita's Procurement (3rd party, outsourcing and supplier management) Policy.



Binta Balogun
Procurement Workstream Lead

The key remit of this work stream is to uphold the key principles of Delta Capita's Procurement Policy namely: promote engagement of high performing suppliers, manage 3rd party risks, drive supplier collaboration with the aim of achieving a sustainable supply chain. In 2025, some of the controls were enhanced to drive accountability and improve governance.

Communications

“

Flo: Communications plays a key role in building awareness, transparency, and engagement across Delta Capita. Throughout the year, we delivered clear and accessible messaging on culture, sustainability, and charity initiatives through channels such as DC Digest, global monthly updates, blogs, and People Town Halls. These communications help colleagues stay informed, celebrate progress, and understand how our initiatives support a more interconnected organisation.

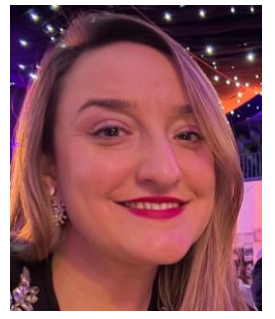


Flo Parkes
Communications Workstream Lead

Learning and Development

“

Bianca: The Learning & Development (L&D) workstream plays a central role in advancing the programme's sustainability ambitions by equipping our people with the skills, behaviours, and mindset required to support long-term, responsible business performance.



Bianca Deaconu
Learning & Development Workstream Lead

The key remit of this workstream is to build organisational capability, drive continuous improvement, and ensure learning remains accessible, inclusive, and impactful across the business and beyond.

Our contribution extends outside the boundaries of the organisation. We design learning initiatives that benefit both current employees and the wider community, supporting social sustainability and strengthening future talent pipelines. This includes offering work-experience placements for college students and providing internship pathways, we help develop future talent, promote social mobility, and contribute to a more equitable and sustainable society.

Policies & Ethical Commitments

In 2025, we strengthened our governance framework through several updated and newly introduced policies including:

- Enhanced anti-financial crime controls through updates to the Fraud Prevention Framework.
- Updated the Whistleblowing Policy to ensure full regional coverage and clarity.
- Establishment of the Crisis Management Plan outlining how we prepare, respond, and recover from unexpected emergencies.
- Refreshed the Ethical Code of Conduct attestation, requiring employees to actively reaffirm ethical standards.
- Updated the Procurement Policy to strengthen supplier engagement from 2026 onwards.
- Reviewed the Modern Slavery Statement, adding clearer supplier expectations, enhanced due-diligence requirements

Through the RCC we create, review, and monitor policies across CSR, Risk, Compliance, Procurement, Client Confidentiality, and Expenses. All these policies can be found on [Page 54](#).

To ensure employees follow our policies and the ethical guidelines set by the RCC, all staff are required to complete annual mandatory compliance training. This year, 99% of employees completed the training, an increase from 94% last year.

99%

Completion of Mandatory Annual Compliance Training

98%

Completion of Information Security Training

81%

Behaviour in the Workplace Training



Certifications, Controls & Assurance

FY25 Achievements:

- **Cybersecurity Certifications:** Continued our commitment to integrity of the security and integrity of our systems, data and meeting standards - SOC 2 for all our business areas: CLM, SRP, Qwyn, Mach.
- **Anti-Bribery and Corruption Reviews:** Conducted four quarterly Anti Bribery and Corruption reviews in 2025
- **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
- **Alignment of our digital security practices with the requirements of the DORA regulation,** strengthening our operational resilience and ensuring robust protection across our digital systems and services.
- **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 its principles, including Principle 10 on Anti-Corruption, which reinforces our commitment to ethical conduct and integrity across our operations.



Driving Climate Action Across Our Operations

At Delta Capita, maintaining a safe, secure, and transparent workplace is central to our sustainability strategy. In 2025, our efforts focused on continuous monitoring, proactive education, and strengthening our reporting culture across risk and compliance.

We recorded zero Health and Safety incidents, with all matters raised addressed promptly and learnings shared to prevent recurrence. To support a consistent standard of safety, we also completed office risk assessments across all global locations with active operations.

We continue to uphold a strong Whistleblowing framework that enables colleagues to speak up. No whistleblowing reports were made in 2025, and we enhanced our policy to include jurisdiction-specific guidance for colleagues globally.

We also maintained a strong Control Environment to protect our business and clients, recording zero confirmed incidents of corruption in 2025. Together, these outcomes reflect our commitment to transparency, trust, and continuous improvement across the organisation.

We also developed a crisis management plan that outlines the actions the Delta Capita Group Board and management will take in the event of an unexpected situation that threatens the stability, reputation, or financial health of the organisation and cannot be effectively managed within DCG's operating governance structure.



Driving Engagement through Internal Tools

Protecting our data, systems, and organisational integrity has been a core part of our 2025 Digital Strategy.

Cybersecurity remained a top priority, with zero successful attempted breaches recorded through our Cyrebro platform, demonstrating the strength of our active-surveillance and incident-response processes.

We also continued to invest in training to help colleagues safeguard our systems and data. This included two Copilot workshops on secure and responsible AI use, covering shadow-AI risks, data leakage, oversharing, non-compliant tools, and security-by-design principles.

Alongside this, we strengthened our broader data-security approach through ongoing investment in AI-related infrastructure, regular global updates, targeted email guidance, and initiatives that encourage responsible innovation across the business.



Shaping Our 2026 AI Strategy

Tania De Wouters, Head of IT Risk Management

“
We are strengthening our responsible AI framework by introducing an AI Amnesty to gain visibility of tools already in use and ensure safe, compliant adoption.

Our newly established AI Committee will oversee governance, risk, and ethical standards, ensuring AI usage protects colleagues, clients, and data. Together, these initiatives support innovative, secure, and sustainable growth across the organisation.

Driving Continuous Improvements in Our Procurement Strategy

Procurement plays a central role in embedding sustainability across our supply and value chain. In 2025, we strengthened our approach to ensure our supplier processes, risk frameworks, and supplier engagement more clearly reflect our ESG ambitions.

Key achievements include:

- 100% of priority and new suppliers acknowledged our Supplier Code of Conduct (Target to maintain in 2026)
- 10% of our suppliers were diverse or small businesses (Target to maintain in 2026).
- Updated our due diligence questionnaire to strengthen coverage of compliance, IT risk and ESG, reflecting their growing importance within our supplier-risk assessment.

During 2025, we began transitioning from a spend-based model to a more holistic ESG-aligned supplier-risk framework for priority supplier reviews, however, this transition resulted in only 3% of quarterly reviews being completed versus a prior 20% target as our focus shifted on improving the framework and quality of our reviews.

This transition also highlighted the need to modernise buyer training. Core training was paused while the programme is redesigned to align with the updated procurement framework, with delivery planned for 2026.



Advancing Our Procurement Agenda in 2026

In 2026, we will build upon the foundations of our supplier-onboarding framework, risk assessment and due-diligence processes, with a focus on embedding clearer governance and more effective controls across the procurement lifecycle and wider value chain.

Our priorities for 2026:

- Incorporate ESG related-factors into priority supplier definitions
- Update and deliver revised buyer training to ensure accountable executives clearly understand their procurement responsibilities and risk-assessment obligations
- Continuously review and monitor the due-diligence questionnaire to keep it aligned with industry best practices and evolving risk expectations
- Develop a centralised repository covering key terms, contracts, obligations and renewals
- Reinforce and communicate supplier onboarding process with SPARC as the formal approval gateway for vendor engagements, and with due-diligence and Supplier Code of Conduct attestation applied post-approval.

These priorities support the development of a more joined-up procurement operating model, improving clarity for accountable executives and strengthening risk oversight across supplier relationships as our approach continues to mature.





Performance and Impact Metrics

Delta Capita GHG Emissions Metrics

Methodology - Delta Capita measures its greenhouse gas (GHG) emissions annually using Greenly, a GHG Protocol-aligned carbon accounting platform. The assessment covers Scope 1, Scope 2, and all relevant Scope 3 categories, based on the GHG Protocol Corporate Standard and GWP100 factors. The organisational boundary follows the operational control approach and covers all Delta Capita entities globally. Emissions are reported for the period January–December 2025.

Primary data includes:

- Energy consumption data (electricity, gas), where available
- Waste and building information, where available
- Employee commuting (Commutation Survey)
- Finance/expense data from accounting systems

Where data gaps occur, Greenly applies recognised estimation techniques based on surface area, headcount, or spend. Emission factors are sourced from recognised industry databases, including ADEME Base Empreinte, UK Government GHG Conversion Factors, EPA Emission Factor Hub, IEA, Exiobase, and Greenly’s verified emissions database when no sector-specific factors exist, in line with GHG Protocol guidance.

Calculation Approach

- Activity-based calculation: When quantitative data exists (e.g., kWh, litres, kilometres, refrigerant leaks), emissions are calculated using the formula: Activity data × Emission factor = tCO₂e
- Expense-based calculation: When activity data is not available, emissions are estimated using spend-based coefficients: Spend × Emission factor (kgCO₂e/£ or €/unit)

Categories not relevant to Delta Capita’s operations, including physical or chemical processing, downstream leased assets, downstream transportation and distribution, use of sold products, end-of-life treatment of sold products, franchises, and investments, are excluded in accordance with the GHG Protocol and disclosed within the Greenly report.

All results are subject to the completeness and quality of underlying data. Greenly conducts automated data-quality checks, and Delta Capita reviews categorisation and assumptions before finalising results. Some values rely on estimation where direct data is not available; these limitations are typical for service-sector carbon accounting and will continue to be refined through improved data collection.

GHG Emissions Data	Category	Metric	FY 24	FY25	FY 26 Target	Notes
Scope 1	1.1	Generation of electricity, heat or steam	0	12	n/a	
	1.2	Transportation of materials, products, waste, and employees	0.1	0.1	n/a	
	1.4	Fugitive emissions	4	10	n/a	
		Total scope 1 emissions (tCO₂e)	4	22	n/a	
Scope 2	2.1	Electricity related indirect emissions	110	142	n/a	
	2.2	Steam, heat and cooling related indirect emissions	0	0.1	n/a	
		Total scope 2 emissions (tCO₂e)	110	142	n/a	

Delta Capita GHG Emissions Metrics

GHG Emissions Data	Category	Metric	FY 24	FY25	FY 26 Target	Notes
Scope 3	3.1	Purchased goods and services	733	1359	n/a	
	3.2	Capital goods	0	93	n/a	
	3.3	Fuel- and energy- related activities not included in Scope 1 or Scope 2	33	47	n/a	
	3.4	Upstream transportation and distribution	1	6	n/a	
	3.5	Waste generated in operations	58	33	n/a	
	3.6	Business travel	363	842	n/a	
	3.7	Employee commuting	271	469	n/a	
	3.8	Upstream leased assets	11	11	n/a	
		Total scope 3 emissions (tCO₂e)	1470	2862	n/a	
Total GHG Emissions		Total gross location-based Scope 1, 2 and 3 emissions (tCO₂e)	1583	3025	n/a	
		Total gross market-based Scope 1, 2 and 3 emissions (tCO₂e)	1524	2982	n/a	
Intensity GHG Emissions		Total gross location-based Scope 1, 2 and 3 emissions per £m revenue (tCO ₂ e)	29.3	40.4	n/a	
		Total gross market-based Scope 1, 2 and 3 emissions per £m revenue (tCO ₂ e)	28.5	39.8	n/a	
		Total gross location-based Scope 1, 2 and 3 emissions per FTE (tCO ₂ e)	2.30	3.31	n/a	
		Total gross market-based Scope 1, 2 and 3 emissions per FTE (tCO ₂ e)	2.24	3.26	n/a	

Emissions Data Supporting Information

Reasons for changes in emissions

Scope 3 emissions increased year on year, reflecting business growth and changes in the Group's operating model, including the acquisition of DTCC Report Hub and the onboarding of a long-term post-trade managed service from a Tier 1 wholesale bank, adding approximately 250 colleagues. The increase is driven by greater use of third party and client technology, infrastructure, offices and services, with activities previously outside the Group's boundary now captured following employee transfer, alongside improved data completeness. This reflects the increased operational scale and reporting coverage, rather than a like for like deterioration in emissions performance.

During the year, ESG data quality improved materially, supported by enhanced governance, clearer ownership and more consistent data-collection processes. Compared to the prior year, when a greater proportion of emissions data was estimated, 2025 reflects increased use of activity-based data rather than spend-based estimates, resulting in a 50% increase in reported activity coverage. These improvements, alongside the increased use of supplier-specific emission factors, led to changes in the underlying methodologies used to calculate emissions, providing a more complete, accurate and representative emissions baseline.

Delta Capita Impact Metrics

Key Performance Indicator (KPI)	Metric	FY 24	FY25	FY 26 Target	Notes
Climate	# of staff in cycle to work (CTW) Scheme	4	11	13	
Energy	Total energy consumption across all offices (kWh)	349,331	436,417	TBC	Landlord-controlled energy; limited tenant control
	% of operationally controlled premises supplied by renewable electricity	85%	22% (2 of 9 offices)	TBC	Based on offices with verified renewable electricity PPAs and adjusted for changes to the office portfolio, including the Benelux office transition
Waste Management	% of waste diverted from landfill	n/a	100%	100%	London Only
	Total waste generated across all offices (kg)	n/a	2080	1872	London only
	% of total waste that was recycled	n/a	42%	52%	London only
Performance Management	% of workforce who receive and complete and regular career development reviews	83%	79%	85%	
Training	# of total training hours provided by e-learning modules	5345	9697	n/a	Varies by employee headcount
	# hours of training provided per person	5	9.3	10	
	# of e-learning modules provided	474	496	521	
	% of staff completing Unconscious Bias training	43%	84%	90%	
	% of staff completing ESG Module 1 training	62%	84%	90%	
	% of staff completing LGBTQIA+ Allyship training	n/a	84%	90%	Data unavailable FY 24
	% of staff completing Disability Awareness training	n/a	84%	90%	Data unavailable FY 24
	% of staff completing discrimination & harassment training	89%	95%	98%	
	% of staff completing Behaviour in the Workplace training	46%	84%	90%	
	% of staff completing info security training	n/a	98%	98%	
Safeguarding	% of staff completing mandatory annual compliance training	94%	99%	98%	
	# of recorded health and safety incidents	3	0	0	
	% of office risk assessments of our global locations	100%	73%	100%	Decrease due to office lease expiries
	# of anti-bribery and corruption reviews completed	4	4	4	Conducted on a quarterly basis

Delta Capita Impact Metrics

Key Performance Indicator (KPI)	Metric	FY 24	FY25	FY 26 Target	Notes
Compliance	# of recorded whistleblowing incidents	1	0	0	
	# of confirmed incidents of corruption	0	0	0	
	# of incidents of money laundering	0	0	0	
Data Integrity	# of successful cybersecurity breaches	0	0	0	
Priority Supplier Reviews	% of priority supplier performance reviews	13%	3%	85%	
Supplier Procurement Training	% of core buyers trained on sustainable procurement practices	81%	0%	95%	
Supplier Code of Conduct	% of priority and new suppliers acknowledging our supplier code of conduct	96%	100%	100%	
Supplier Diversity	% of suppliers who are diverse, or minority owned	14%	10%	n/a	Currently tracked only; not used as a supplier selection criterion
Gender	% gender split global (female : male)	46:54	46:54	50:50	
	% gender split APAC (female : male)	51:49	50:50	50:50	
	% gender split EU+IRL (female : male)	46:54	43:57	49:51	
	% gender split UK (female : male)	43:57	43:57	46:54	
	% gender split US (female : male)	41:59	39:61	44:56	
	% gender split for management team (female : male)	21%	21%	25%	
Culture	# of in-person culture events hosted	19	58	77	Approximate due to data availability limitations
Charity Engagements	# of employee participants in charity events	408	1100	1300	Approximate due to data availability limitations
	# of global charity/fundraising events	20	40	60	Approximate due to data availability limitations
	Total number of volunteering hours contributed	n/a	824	1200	Tracking introduced from 2025
	Total number of employees using PTO days	n/a	114	150	Tracking introduced from 2025
External Engagement	# of DC hosted Sustainability industry events	2	0	TBC	Sustainability events have focused on internal engagement and participation

Delta Capita Impact Metrics

Key Performance Indicator (KPI)	Metric	FY 24	FY25	FY 26 Target	Notes
Internal Engagement	% of employees who participated in our voluntary Annual Commutation Survey	63%	71%	68%	
	% of employees who participated in our voluntary Annual Demographic Survey	67%	60%	73%	
	% of employees who participated in our Annual Engagement Survey (April)	69%	n/a	n/a	Moving to one engagement survey per year
	% of employees who participated in our Annual Engagement Survey (June)	68%	64%	72%	

Delta Capita 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

Theme	Policy
<i>CSR</i>	‘Sustainability, Environmental Impact and Waste Management Policy’, Ethical Code of Conduct, Dignity at Work Policy, DC Global Internal Communications Policy, Global Corporate Communications Policy, Clarity Engagements Policy, Diversity and Inclusion Policy, Client Conduct Policy
<i>Information Technology</i>	Acceptable Use Policy, Access Control and Logical Access Control Policy, CLM Privacy Policy, Cloud Security Policy, Data Management Policy Statement, Information and Classification Handling Policy, Information Security Policy, IT Change Management Policy, Logging and Monitoring Policy, Operational and Technical Security Policy, Physical and Environmental Security Policy, Security Incident Response Policy
<i>Risk</i>	CCTV Privacy Notice, Crisis Management Plan, Enterprise Risk Management Policy, Global Building Access Control, Operational Risk Policy, Risk and Audit Committee Terms of Reference, Strategic Execution Committee Terms of Reference, Sustainability Steering Committee Terms of Reference, AI Committee Terms of Reference
<i>Expenses</i>	Expenses Policy
<i>Client Onboarding</i>	Client Onboarding and KYC Policy
<i>Procurement</i>	DC Supplier Lifecycle Management, Procurement Policy, Supplier Code of Conduct
<i>Compliance</i>	Staff Privacy Notice, Anti-Tax Evasion Policy, Clean Desk Policy, Client Confidentiality Policy, Data Protection Policy, Record Retention Policy, Fair Treatment of Clients and Client Complaint Handling Policy, Fraud Prevention Framework, Global Health and Safety Handbook, Global Joiners and Leavers Policy, Introducer Policy, Preventing Anti-Competitive Practices Policy, Reputational Risk and Sanctions Policy, Whistleblowing Policy, Conflicts of Interest Policy, Business Continuity Planning (Global and Regional Plans), Anti-Bribery and Corruption Policy, AI Security Framework

SDG 4 – Quality 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) is accessible to 100% of our DC Employees with continual refinement of available modules**
- **Revamped our company-wide L&D offer so it encompasses all parts of the business:**
 - Partnered with a new e-learning provider to deliver fresh, interactive, and extended learning opportunities. This collaboration brings modern, engaging content designed to enhance skills development, foster continuous learning, and provide employees with flexible access to high-quality training resources.
- **Maintained our Learning and Development curriculum in 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).
- **Implemented the management training programme**
 - Through this programme, DC aims to equip managers with the skills and tools needed to lead with confidence, effectiveness, and sustainability. It combines essential business and interpersonal competencies including communication, emotional intelligence, and strategic thinking with a strong focus on people management and leadership development.
- **Successfully implemented a mentoring programme across the entire organisation**
 - The programme aims to foster professional development, knowledge sharing, and career progression by connecting colleagues with experienced mentors who offer guidance, support, and valuable insights.
- **Giving Back to Our Local Community - Summer Work Experience Week**
 - The programme aims to supporting and giving back to our local community by providing meaningful opportunities for young people to gain insight into the financial services industry. DC believes early exposure to professional environments can be instrumental in shaping future careers and offered this experience to students.
- **Summer Internships**
 - This initiative provided young professionals with hands-on exposure to our business, real-world project experience, and tailored development sessions, reinforcing our strong commitment to early career development.
- **Launched the Apprenticeship Programme for UK employees**
 - This initiative offers a unique opportunity to learn while working, blending hands-on experience with formal training. The programme is designed to build critical skills, enhance career progression, and support lifelong learning, ensuring employees gain both practical expertise and industry-recognised qualifications.

SDG 4 – Quality 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:

- **Culture Events – talk to Harriet about this**
- **Supported charitable enterprises and provided insight days that provided educational opportunities for disadvantaged youth and other disadvantaged populations.**
 - All 2025 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

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:

- **Introduced the Culture Committee, encouraging full global participation across all regions in which we operate**
 - Meets every month: discussing and organising events, internal initiatives and communications across Sustainability, Charity, and Culture
 - 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 include an anti-discrimination statement and confirm that we are an equal-opportunity employer.
 - 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
- **Providing opportunities for career development, progression, and networking**
 - Coffee roulette initiative - enabling colleagues to build relationships and network easily across teams, regions, and levels.
 - The mentoring scheme introduced a structured way for all employees to access guidance, support, and practical insight from experienced mentors, helping them navigate and progress in their career journey
- **Developing policies that support gender equality**
 - Introducing global parental leave packages with content relevant to both men and women
 - Launched a new Menopause policy for Ireland
- **Advocated internally and externally for gender equality through a series of blogs, communications and events for example:**
 - Significance of Women's Equality Day
 - Leadership, Visibility, and a Moment in New York: Reflections from the Stonewall Flag Removal
 - National Coming Out Day: Celebrating Authenticity and Allyship
- **Hosted a number of annual events to promote and educate on diversity and gender awareness**
 - Celebrated International Women's Day, Men's Mental Health Month, Pride Month across many of our global offices, hosting panel events, fire side chats, networking or appreciation initiatives.

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)

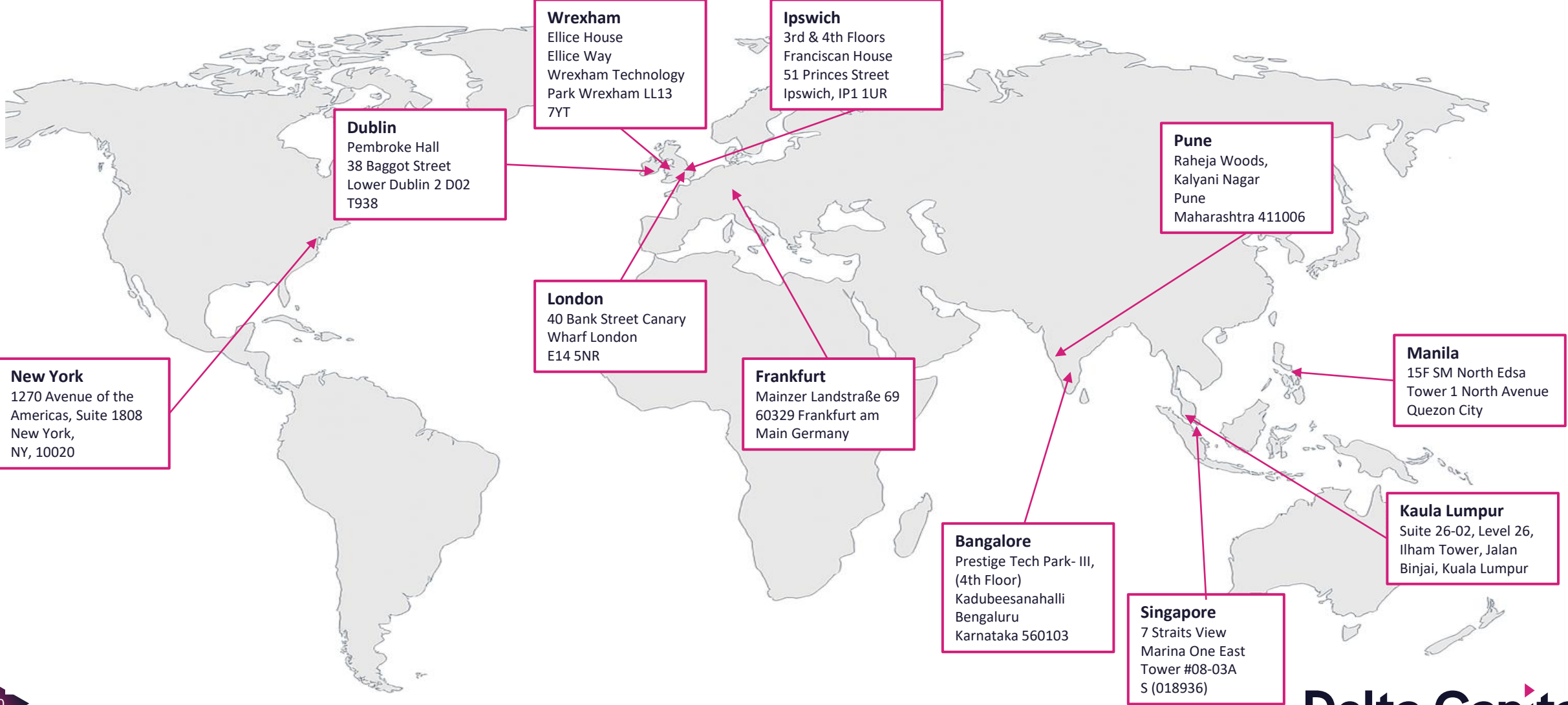
Premise: SDG 9 is consistent with our objective to “reinvent the financial services value chain” through the creation of mutualised operations that drive both efficiency and innovation. Similarly, our managed services support our clients’ success through resource efficiency, innovative business solutions 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**
 - CLM
 - CMMS (Report Hub, SRP and OTC Derivatives)
 - Consulting
 - Market Infrastructures utilities (MACH)
- **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 for their future technology solutions
 - 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
- **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

Delta Capita - Our Global Locations

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