Delivery Associates



No. 01

Impact Integrity

2025 Sustainability Report

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We help governments and social impact organizations deliver better results through better implementation, by walking alongside our partners and strengthening teams to sustain progress long after we've gone.



A message from our CEO

The standard you walk past is the standard you accept

Trust in public institutions has been declining for years — and those of us who work alongside governments feel that every day. It shows up in whether a family believes that the clinic will be staffed when they need it, that the infrastructure program will actually be built, that this government will follow through where the last one didn't. I've sat with enough government leaders to know that rebuilding trust by delivering for people, under real resource constraints and genuine political pressure, is harder than it looks from the outside. Trust is not restored by better messaging or bolder announcements. It is restored when services work and when people and communities can flourish. Delivery Associates (DA) exists to help make that happen.

We were founded on a simple conviction: The gap between ambition and outcome is fundamentally a delivery problem. Governments and social impact organizations are rarely short of bold ideas. What they often lack is the systems, discipline, and follow-through to turn those ideas into results, as well as the organizational capacity to sustain that progress long after the initial energy has faded. Every choice DA makes — in methodology, in talent, in how we show up alongside partners — is designed to close that gap. But our conviction about the importance of delivery also applies to how we operate as an organization and how we drive delivery internally. This report is the account of those efforts.

This is DA's first formal sustainability report. It documents our deliberate work — much of it done over the past two years — to formalize the values and habits we were already trying to live. There were gaps: in official policies, in governance structures, in the kind of transparency that partners and investors deserve. Today, we have put in place the systems, leadership, and governance structures that set us up to grow our impact and footprint into the future.

Our leadership team remains focused on two areas. The first is AI. The technology has



Nick Rodriguez, CEO, Delivery Associates

real potential, and we are investing in it. But how we govern that investment, keep humans accountable, and protect our partners' trust in us will matter as much as the tools themselves. The second is culture. DA is ultimately a people business. The trust our partners have in us comes down to the trust they have in our people: their judgment, their values, their commitment to showing up. We are proud of the culture we have built. We also know it requires continuous attention, especially as we grow.

As we often remind our partners, the standard you walk past is the standard you accept. We believe in that for the organizations we work with, and we hold it for ourselves. This report is not a declaration that we have arrived. It is a commitment to keep measuring, keep improving, and do the hard work of following through.

NICK RODRIGUEZ
CEO, Delivery Associates

"We were founded on a simple conviction: The gap between ambition and outcome is fundamentally a delivery problem. . . . Every choice Delivery Associates makes is designed to close that gap."

Delivery is a discipline, not a by-product of good intentions

Delivery Associates (DA) is a global social impact consultancy that helps governments, philanthropies, and multilaterals turn ambitious goals into outcomes that last — guiding them through the full implementation journey, from strategy and planning to measurement and evaluation.

Our work is grounded in Deliverology®, a methodology built on the conviction that delivery is a discipline, not a by-product of good intentions. Applied in over 65 countries across six continents, it combines structured goal-setting and real-time problem-solving with a way of working that keeps teams focused, adaptive, and accountable to the people they serve.

This report covers the work we did in 2025 and the internal standards we held ourselves to in doing it.

HOW WE OPERATE

We don't practice politics, but we do help leaders put policy into practice. We work from the inside — embedded in systems, sitting alongside teams, staying until results take hold.

We understand how governments and social impact organizations work. That understanding shapes how we engage: helping leaders face the right questions early, staying close when pressure builds, and stepping back only once the capacity to deliver is genuinely there.



We envision a world where people can see and feel meaningful progress in their daily lives. Where governments have the tools and know-how to build prosperous societies. Where organizations stay effective and resilient — not because a crisis forced their hand, but because they invested in the capacity to deliver before one arrived. Where the promise of technology and AI is matched by the discipline needed to deliver it at scale.

Four principles define how we show up:

01

We stay close to outcomes, not just outputs.

Our measure of success is whether results have an impact on the citizens and communities our partners serve. We remain in the work until change takes hold, not just until the plan is approved.

02

We build lasting capacity.

Through the "I do, we do, you do" approach — a gradual release of responsibility from guided support to independent delivery — we transfer knowledge and skills at every stage of the work. Our partners don't just achieve results with us. They're equipped to sustain and build on them without us.

03

We work inside the system with humility.

We walk alongside our partners — not ahead of them, not at a distance. We come with curiosity, not judgment. Context, politics, and relationships determine what's possible, and we earn trust by how we show up, every time.

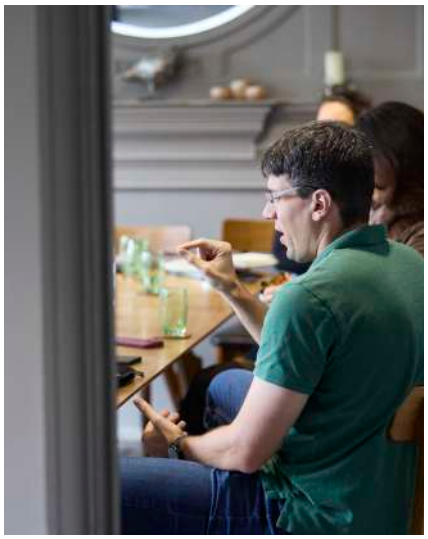
04

We take on the complexity of implementation.

Public sector and social impact work is rarely linear. Systems are fragmented, incentives misalign, and progress is hard-won. We work within that complexity rather than around it, because that's where delivery actually happens.

Our story

Delivery Associates was co-founded in 2012 by Lord Michael Barber, based on insights he gained while leading the UK Government's Delivery Unit under Prime Minister Tony Blair.







2001–2005

DA co-founder Lord Michael Barber is appointed head of the UK Prime Minister's Delivery Unit. The concept of Deliverology® is born.

2012

Delivery Associates is founded to bring the methodology to governments around the world.

2015–2018

The firm broadens its work to include a wider range of partners, including nongovernmental organizations, philanthropies, and multilaterals.



2019–2021

Delivery Associates expands into additional geographies, with growing partnerships across education, sustainability, health, and government effectiveness.



2022

Trill Impact, a Sweden-based impact investment firm, becomes the majority investor in Delivery Associates, partnering to accelerate international growth, deepen sector reach, and scale the organization's operational foundations.



2026

Delivery Associates has a team of nearly 300 colleagues working in about 40 countries, helping public and social sector leaders deliver better outcomes for people.

The DA impact and ESG framework

For DA, strong environmental, social, and governance (ESG) practices and effective mission delivery are the same thing. The governance, people, and environmental standards in this report aren't obligations that sit adjacent to our work. They're what makes that work credible and sustainable.

For a purpose-driven organization, ESG alone isn't sufficient as a framework. We include a fourth lens, impact, that sits at the center of how we measure our own performance: the real-world results our work achieves for the people and systems our partners serve.

The table below explains what each area means for DA, where we are now, and where we are headed. The core topic areas that appear here — and that are discussed further in this report — are derived from our first systematic assessment of both the ESG issues that matter most for us and our performance and aspirations in those areas.

Our approach at a glance

	 Impact Our handprint	 Environment Our footprint
What does this mean for DA?	The real-world results we achieve through our work	Managing the environmental impact of our fully remote model
Core strengths	A strong track record of delivering and rigorously demonstrating impact	A global, fully remote model with a low-carbon footprint and disciplined emissions tracking
Current focus	Moving from impact measurement to impact learning, using portfolio insights to make better decisions and drive stronger outcomes across our portfolio	Reducing emissions further and submitting Science Based Targets initiative (SBTi)–aligned near-term targets in 2027



	Social Our people	Governance Our trust engine
What does this mean for DA?	Attracting and retaining the talented, globally distributed colleagues our mission requires	Building the ethical safeguards and risk oversight needed to protect our license to operate
Core strengths	A strong people proposition, low regretted attrition, and a values-driven culture	A comprehensive governance framework and disciplined approach to risk management
Current focus	Investing in colleague experience and ensuring our compensation and benefits reflect the global, diverse team we are building	Strengthening transparency through more regular reporting and staying ahead of emerging risks, including AI governance and geopolitical uncertainty



Our impact

Impact means observable change in the systems and people our partners serve. Not activities completed, not deliverables signed off, not strategies approved — but whether a health system is reaching more people, whether a government team can sustain delivery progress after we've gone, and whether the conditions that drove failure have actually shifted. That is the measure we work to.





Why it matters

The problem is rarely a shortage of data

The organizations we work with are under real pressure to demonstrate results. Funders and governments commit billions every year to health, education, climate resilience, and economic mobility, and they face growing scrutiny over whether that investment is producing outcomes commensurate with the spend. The problem is rarely a shortage of data. It's an overabundance of fragmented, inconsistent information that doesn't connect to the decisions that matter most.

DA faces the same challenge internally. As an impact-driven organization, we are swimming in the same data our partners are — project metrics, satisfaction scores, delivery indicators — and asking the same hard question: What does this actually tell us about whether things are getting better? We apply the same rigor to measuring our own performance that we bring to our partners' work. That is not a compliance instinct. It is how we take impact seriously.

WHAT OUR WORK HAS ACHIEVED

We have worked in over 65 countries and across multiple sectors. Our focus is on four areas where stronger delivery has the greatest potential to change daily life across communities, cities, and national systems (Exhibit 1).

The diversity of our work makes aggregate measurement genuinely complex: Outcomes in education systems look different from outcomes in health service delivery or climate adaptation. But the results, where we can name them, are concrete (Exhibit 2). These projects reflect the range of contexts in which stronger delivery changes daily life — and the standard we hold ourselves to in measuring it.

Exhibit 1

Our four focus areas



Education

Helping hundreds of thousands of students access better learning by strengthening the systems that serve them



Health

Strengthening health systems under pressure to do more with less — unblocking delivery and tracking progress in real time



Sustainability

Supporting governments to turn climate commitments into coordinated action that protects people and the planet



Government effectiveness

Building the delivery discipline that makes public services work — turning priorities into measurable results

Where we can name them, the results are concrete

Exhibit 2

Our work has led to tangible impact across sectors and geographies.

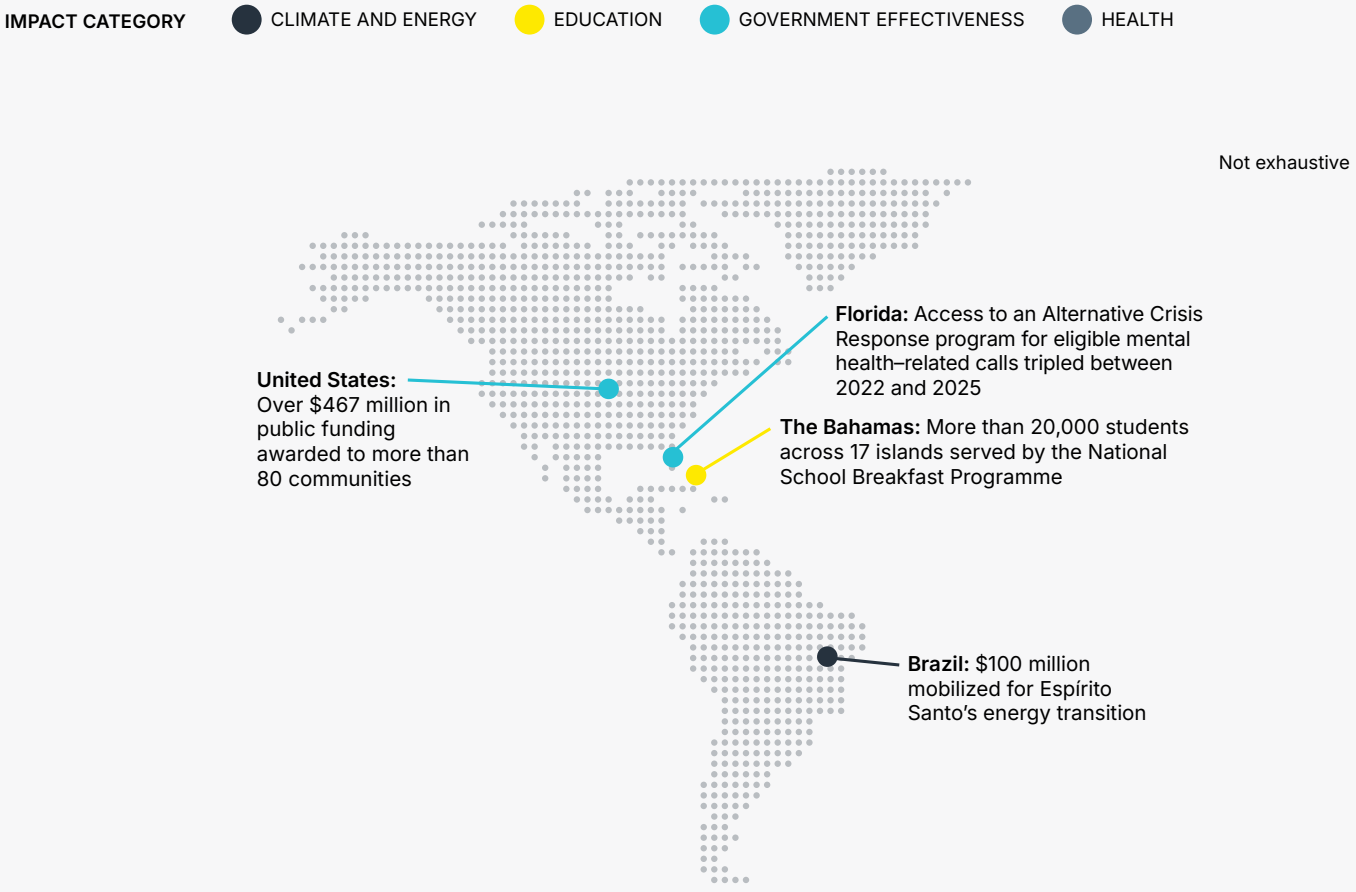
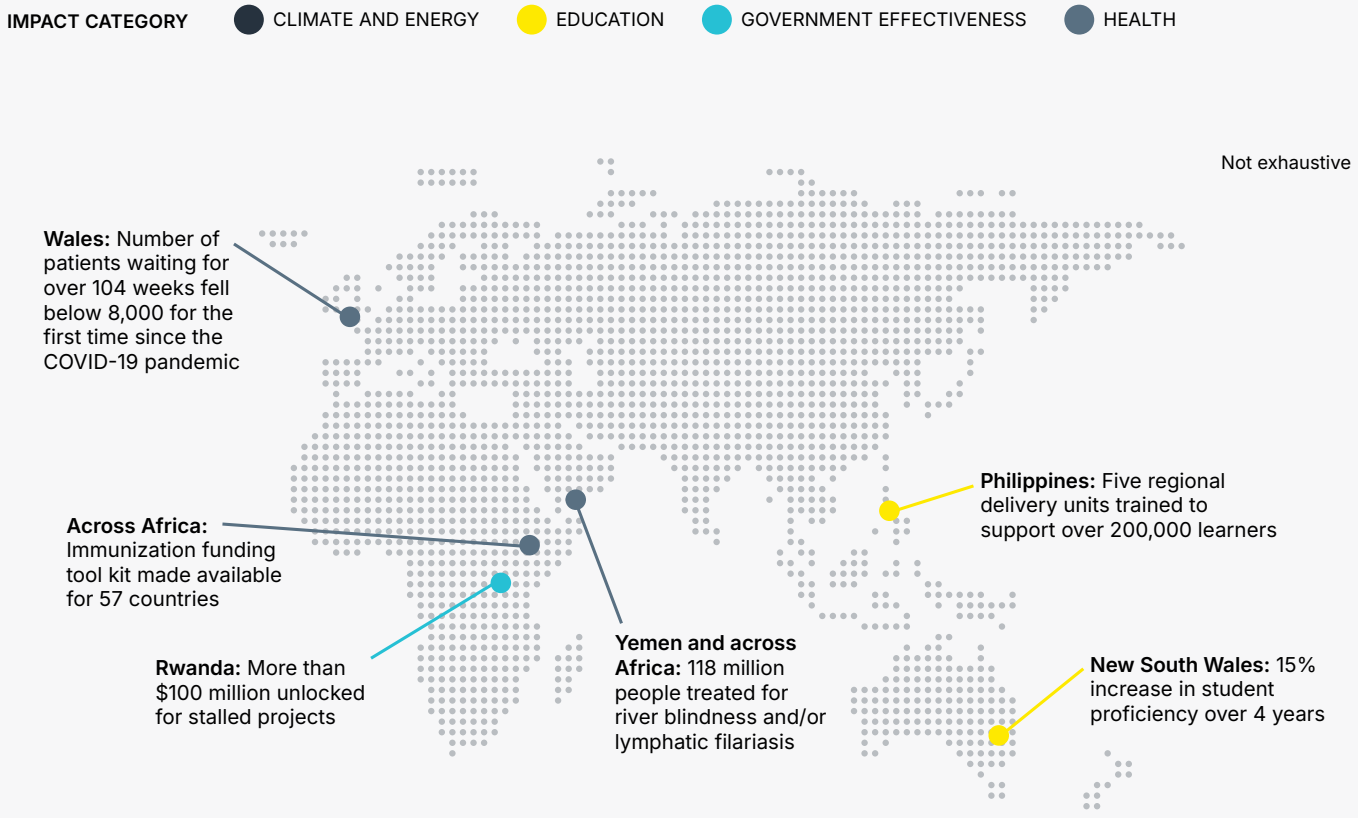


Exhibit 2 (continued)

Our work has led to tangible impact across sectors and geographies.



How we measure what matters

Aggregating impact across such a diverse portfolio is hard. We are clear-eyed about the limits: Some of our most important work shows up in institutional change and delivery discipline rather than in numbers that scale cleanly. A government team that now runs its own delivery routines without external support represents real impact — but it doesn't appear in a head count.

Rather than flatten that complexity into a single metric, we have built a proprietary Impact Framework to serve as a live management and learning tool that integrates with how delivery teams actually work.

DA'S PROPRIETARY IMPACT FRAMEWORK

DA's Impact Framework is not a reporting tool. It is a management and learning system, designed to generate actionable insights in real time. Drawing on both our own data and client feedback from over 114 projects across more than 65 countries (see Box 1, "The centrality of client feedback"), it's built around four components that work together — not as separate measurements but as an interlocking system for understanding what is working, what isn't, and what to do next.

Our data suggests the model is working: Projects with strong delivery conditions and engaged partners consistently generate stronger impact outcomes. That points to an emerging pattern across our portfolio. Projects best placed to deliver lasting results tend to benefit from alignment across three dimensions, which we call the Flywheel. Purpose inspires people; motivated people drive stronger outcomes; profitable growth funds the mission and creates room to do more. When these three are aligned, they reinforce each other (Exhibit 3). When they are not, they quietly undermine each other. We apply this lens in running our own organization and have developed it into an external consulting offering for partners.

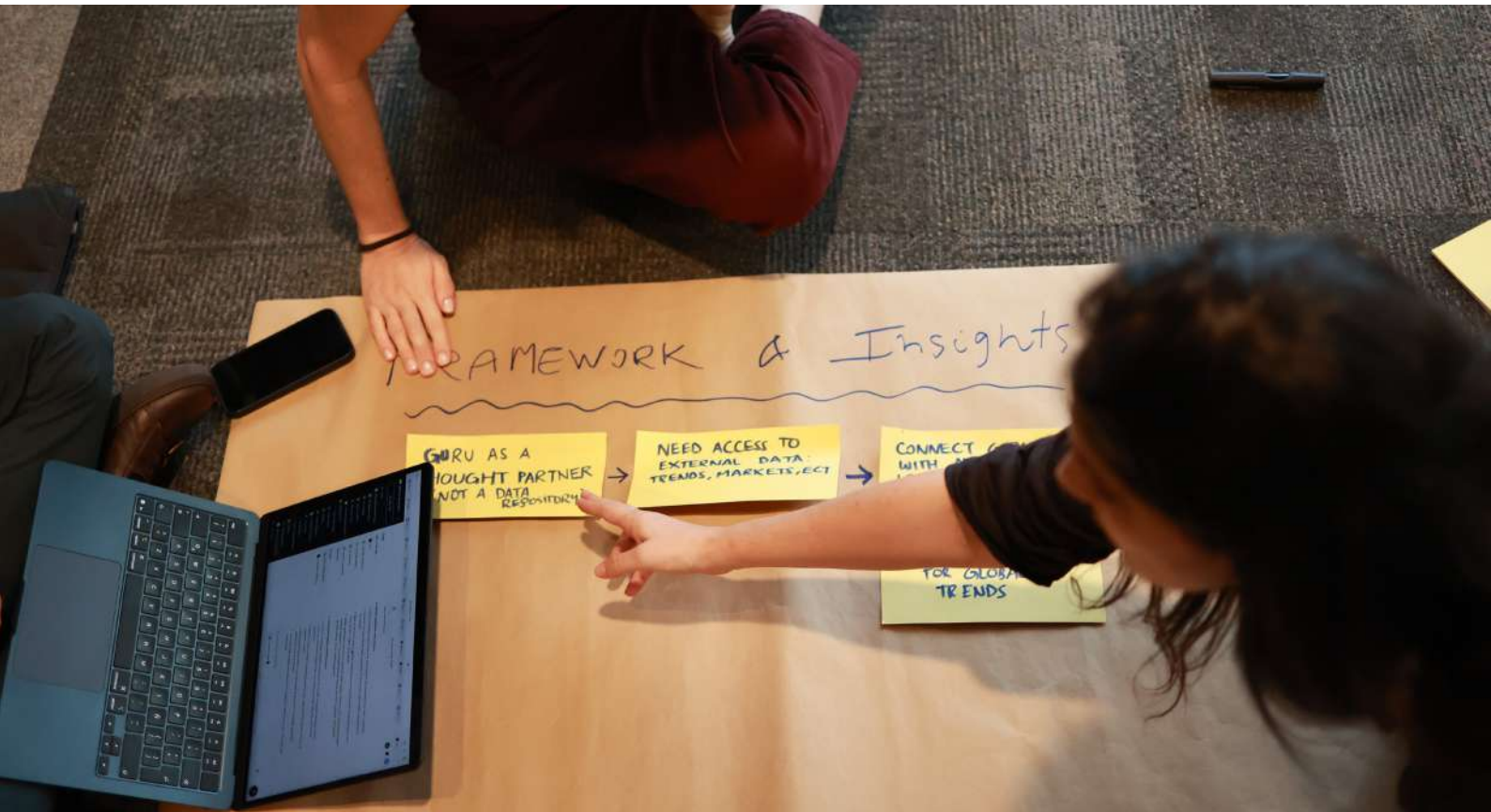
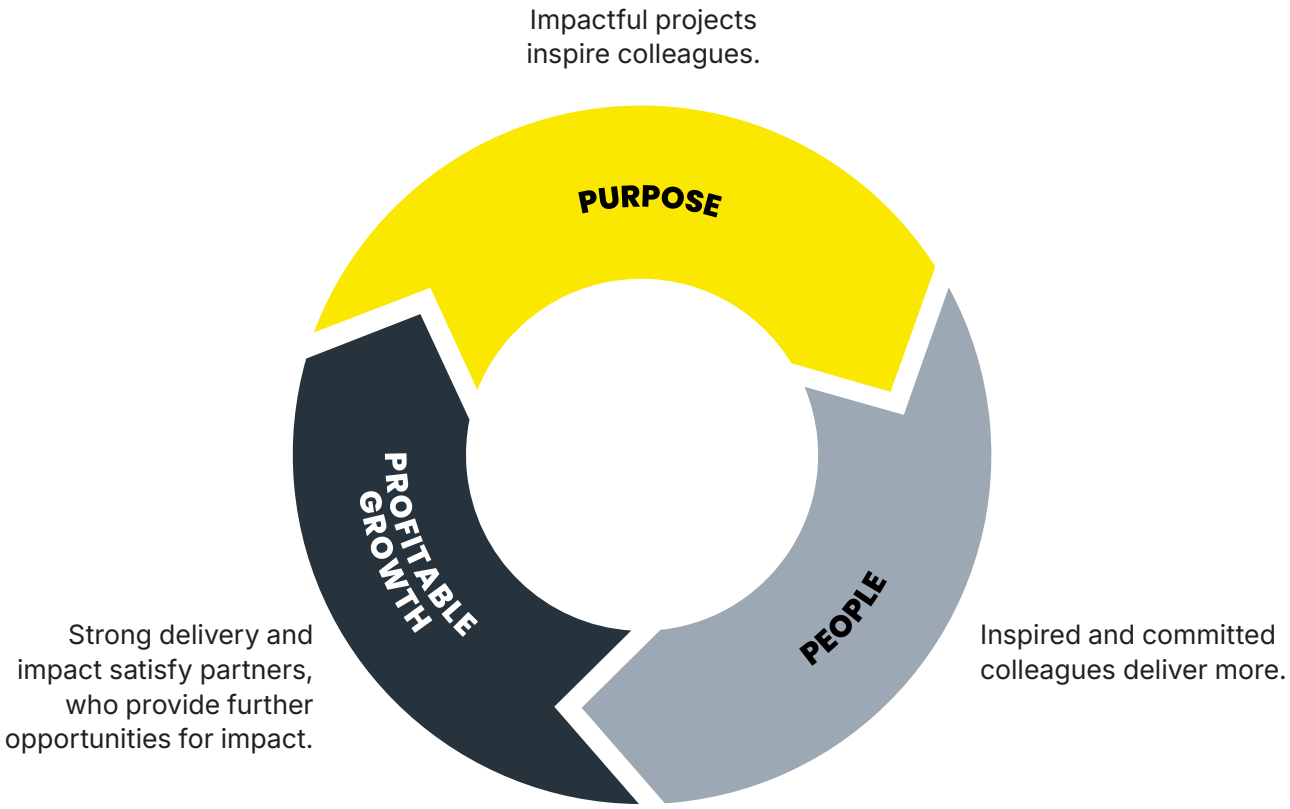


Exhibit 3

Purpose, people, and profitable growth reinforce each other in a virtuous cycle



The four components of DA's Impact Framework[1]

Component	What is it?	Where are we now?	Where do we want to be?
Conditions for success	Delivery failure is rarely random. Across our portfolio, we are building predictive understanding of what makes a project more or less likely to succeed before outcomes are fully visible. We assess six early signals of delivery readiness: 1 Clear, ambitious aspiration 2 Leadership commitment 3 Real-time data systems 4 Established routines 5 Capacity to deliver 6 Vision for scale and replication These signals help us spot risk early, understand what good looks like before results emerge, and learn what gets projects back on track.	**77%** of our portfolio active in Q4 2025 had strong delivery-readiness scores[2]	**85%** of our portfolio ending with strong composite scores on delivery readiness
Impact confidence tracking	We introduced the Impact Net Promoter Score (iNPS) to understand, during and after delivery, how confident we are that a project is achieving the change it set out to deliver. We measure this in two complementary ways. First, DA colleagues working on each project assess their confidence in the project's impact based on what they are seeing in delivery. Second, we triangulate this with qualitative and quantitative feedback from our partners to understand whether they also see the work as meaningful, useful, and likely to deliver the intended impact. These two perspectives help us to understand whether an individual project is on or off track, and to course correct accordingly. Aggregated across our project portfolio, this data can be cut by region, domain, capability, and/or partner to identify patterns and understand how to improve our performance.	**+59** iNPS across our portfolio in Q4 2025[3] **91%** of our portfolio met or exceeded impact goals in Q4 2025, as measured by iNPS	**+50** quarterly iNPS
Outcome translation	We are building an impact genome: a scan of impact across our portfolio that translates diverse project outcomes into a more comparable view. Beyond producing a single number, it helps us understand the types of impact we are delivering, the trade-offs across different kinds of work, and where the evidence is stronger or weaker. We capture reach and outcomes consistently across projects so we can see where we have impact and where to direct support for greatest effect.	We are standardizing our outcomes taxonomy across the portfolio	A consistent, comparable taxonomy will enable us to improve delivery on current projects and inform the design of future projects.
Organizational performance	Our Flywheel framework — purpose, people, and profitable growth — identifies the three dimensions that best predict whether an organization can sustain delivery over time. These dimensions reinforce each other when aligned and quietly undermine each other when not. We have developed a structured way to identify where projects are performing well and where attention is needed. For each project, we first assess and score each of the three dimensions independently. Projects are then classified as meeting, exceeding, or underperforming against our expectations on each dimension. Aggregating across the three dimensions, we produce a composite performance rating through which we classify projects as exceptional, strong, successful, developing, or off track.	**25%** of our portfolio was rated as exceptional in Q4 2025[4]	**30%** of our portfolio rated as exceptional

[1] All numbers are weighted by revenue.
[2] At some point during the project life cycle. A strong score is defined as a composite score of 7 or higher out of 10.
[3] This portfolio measure has been calculated quarterly since 2025.
[4] Based on DA's composite performance rating across purpose, people, and profitable growth. A project is rated exceptional when it is outperforming in at least two of those dimensions and meeting expectations in the remaining dimension. This figure covers all projects active in Q4 2025.



Box 1

The centrality of client feedback

Our own delivery data tells us how we think a project is going. It doesn't tell us how our partners experience working with us. We take client feedback extremely seriously: We collect it consistently, capture it in a structured way, and use it to improve our delivery and impact. We are doing this at three levels: senior stakeholder interviews once a year to shape our growth priorities, project feedback loops with our day-to-day counterparts, and lost-opportunity reviews to understand where and why we didn't win.

Project feedback loops, in particular, are a core part of our Impact Framework. We are moving toward more frequent, real-time conversations with clients throughout each project, capturing both their overall satisfaction and their perspective on our contribution to impact. Early results from our pilot are strong: high net promoter scores from clients, with partners highlighting our flexibility, ease of partnership, and excellence in delivery. We are rolling out this feedback approach across all projects in 2026, with the goal of making client feedback a consistent input into our delivery, learning, and improvement.

We are also building a dataset to help us identify patterns and lessons learned across projects. This dataset will enable us to use what clients are telling us, as well as our own data, to improve how we work across the organization.



Case study: The Bahamas

The Bahamas: Feeding a nation's students

How a school meals pilot in four primary schools became a national program, and helped get Bahamian children to class ready to learn.

118
schools, every public preschool, primary, all-age, and specialty school

17
islands served, reaching more than 20,000 students

140+
Bahamian vendors preparing and delivering meals

The government of The Bahamas set an ambitious goal: to improve school attendance and ensure every child arrives at school ready to learn, regardless of their background. In 2023, with support from Delivery Associates, the government piloted a school breakfast program, starting with four primary schools in New Providence. By June 2026, the program had expanded to 118 schools, covering every public preschool, primary school, all-age, and specialty school in The Bahamas.

The National School Breakfast Programme has significantly expanded access to healthy meals for Bahamian children. It served its one millionth breakfast in September 2025, and by June 2026, it had delivered more than two million breakfasts to over 20,000 students across 17 islands.

The program has also supported efforts to improve school attendance. Before the pilot launched, the cumulative attendance rate was 90.9 percent in the 2022–2023 school year. By the 2025–2026 school year, the monthly national attendance rate frequently exceeded the 95 percent target. The program also benefits families and local economies by engaging more than 140 Bahamian vendors to prepare and deliver meals across The Bahamas.

90.9% attendance rate, 2022–2023, before the pilot

95%+ monthly national rate, frequently reached in 2025–2026





Case study: The United States

The United States: Expanding access to federal funding

Since 2023, the philanthropy-funded Community Funding Accelerator has helped more than 80 communities win competitive public funding.

500K
K–12 students projected to be impacted across the United States

80
communities

$467M
in public funding

Since 2023, Delivery Associates has administered the philanthropically funded Community Funding Accelerator (CFA). To date, the CFA has helped more than 80 communities win more than $467 million in public funding and another $160 million in leveraged funds, maintaining a 41 percent win rate in a highly competitive funding environment.

Those investments are already producing results: more people in job training, new jobs created, and stronger local organizations. Across the portfolio, CFA-supported programs are projected to reach nearly 500,000 K–12 students and create more than 16,000 jobs over the next 10 years, sustained by the local relationships and capacity that outlast the CFA's direct involvement.




Education
1 Where does
this strategy meet
your experience?
2 Where does
it miss?

Case study: Rwanda

Rwanda: Strengthening delivery capabilities around national priorities

Over two and a half years, Delivery Associates worked alongside the Office of the Prime Minister and key ministries to strengthen Rwanda's existing delivery capabilities in support of national priorities.

$100M+
in funding unlocked for stalled projects

10+
priority megaprojects unblocked

$5B+
in megaproject investment

During the engagement period, more than $100 million was strategically reallocated for stalled projects and progress was unblocked across 13 priority megaprojects. These megaprojects represented more than $5 billion in investment, and in several cases, collaborative work with a number of government institutions addressed critical constraints before they led to further delays.

The engagement also contributed to strengthened alignment and execution across government: Cabinet-level agreement on national priorities, a coordinated approach to job creation across five sectors, and stronger performance-management systems supporting foundational learning.

Most importantly, the government now leads and sustains the structures and capabilities improved through this work. A delivery team has been strengthened, and permanent secretaries have a revamped mechanism for cross-government problem-solving.



Our people

DA's ability to deliver impact depends on its people. The culture we build internally reflects the way we show up externally.

DA's culture is one of our core assets. We screen for our values in hiring and center them in performance management. What makes this distinctive is that DA's internal culture and external methodology are the same. The DA Way, our internal cultural compass, codifies our core principles. It connects us and supports our collective vision across teams and geographies.

Putting our culture into practice requires deliberate investment. We give colleagues both freedom and responsibility, so everyone feels equipped to solve the problems they see. We value outcomes over inputs, and we invest in our managers as the primary connective tissue of culture in a remote organization. Total turnover was 13 percent against a target of 12 percent.

"We invest in our managers as the primary connective tissue of culture in a remote organization."

Three values run through everything we do

Passion

Impact is what drives us.

Excellence

Delivering to the highest standards.

Humility

Pride without ego.





Data at a glance

280
colleagues

40
countries where colleagues are based

7.7%
unadjusted gender pay gap

7.8
average annual training hours[1]

[1] Figure covers live learning only and does not include e-learning. Data is from 2024, the latest year for which data is available. Full learning hours data will be incorporated in future reports as reporting infrastructure improves.



Our people

A diverse and inclusive team

Sixty-four percent of our colleagues identify as female, and our female colleagues earn, on average, 7.7% less than their male counterparts. We will continue to make efforts to reduce that gap.

Our inclusion programs encompass the following

Bias-aware hiring	Structured hiring with multiple interview rounds, work sample assessments, bias training for interviewers, and diversity tracking across applicants and hires
Colleague communities	Colleague-led affinity groups shaped by regional interest and local context, serving as active hubs for connection and advocacy
Inclusion learning	Culture and inclusion sessions, held both annually and as part of new-colleague orientation, annual facilitated learning sessions, and regular cultural programming including International Women's Day and Pride Month
Listening and measurement	Inclusion questions embedded in monthly pulse surveys and annual colleague satisfaction surveys

Effective delivery requires that the people most affected by decisions have a genuine role in shaping them. We work alongside partners to build systems in which communities are centered in the process — not just as beneficiaries of policy but as participants in how it is designed and delivered.

A place where people want to stay

Meaningful work is powerful. But it must be supported by fair rewards, strong management, and an organization that takes its responsibility to its people seriously.

FAIR REWARDS

We offer healthy compensation and competitive benefits, generous vacation, parental leave for all parents, and substantial flexibility. To ensure equity across regions, we completed a full compensation and benefits review for our consulting team in 2025. A similar review for the central team is scheduled for 2026.

OPPORTUNITIES FOR GROWTH AND DEVELOPMENT

We invest in the ongoing growth of our colleagues at every stage of their career — from onboarding for new joiners and executive coaching for leaders to cross-project learning sessions that build shared knowledge across the organization. In 2024, 96 percent of colleagues attended at least one live learning session, with an average of 7.8 training hours per colleague.[1]

WELL-BEING AND DUTY OF CARE

We build connection deliberately across a remote organization through global and regional retreats, digital community spaces, internal newsletters, and a buddy system for new colleagues. We refresh our monthly pulse survey regularly to ensure well-being issues are flagged promptly. Issues are then assigned to a senior leader for action.

Our Duty of Care Policy ensures that colleagues are supported and safe when their work requires travel. For instance, we offer personalized risk assessments, and our partnership with International SOS enables medical alerts and emergency management around the globe.



[1] Training hours data is from 2024, the latest year for which data is available.

Good governance

DA's governance framework is designed to ensure that we operate with as much accountability as we expect from our partners. Over the past two years, we have made significant progress in formalizing that framework — putting in place the structures, policies, and systems that a mature, globally operating organization requires. Our governance strategy focuses on three priorities: accountability and oversight, integrity and risk management, and the responsible and strategic use of technology and AI.

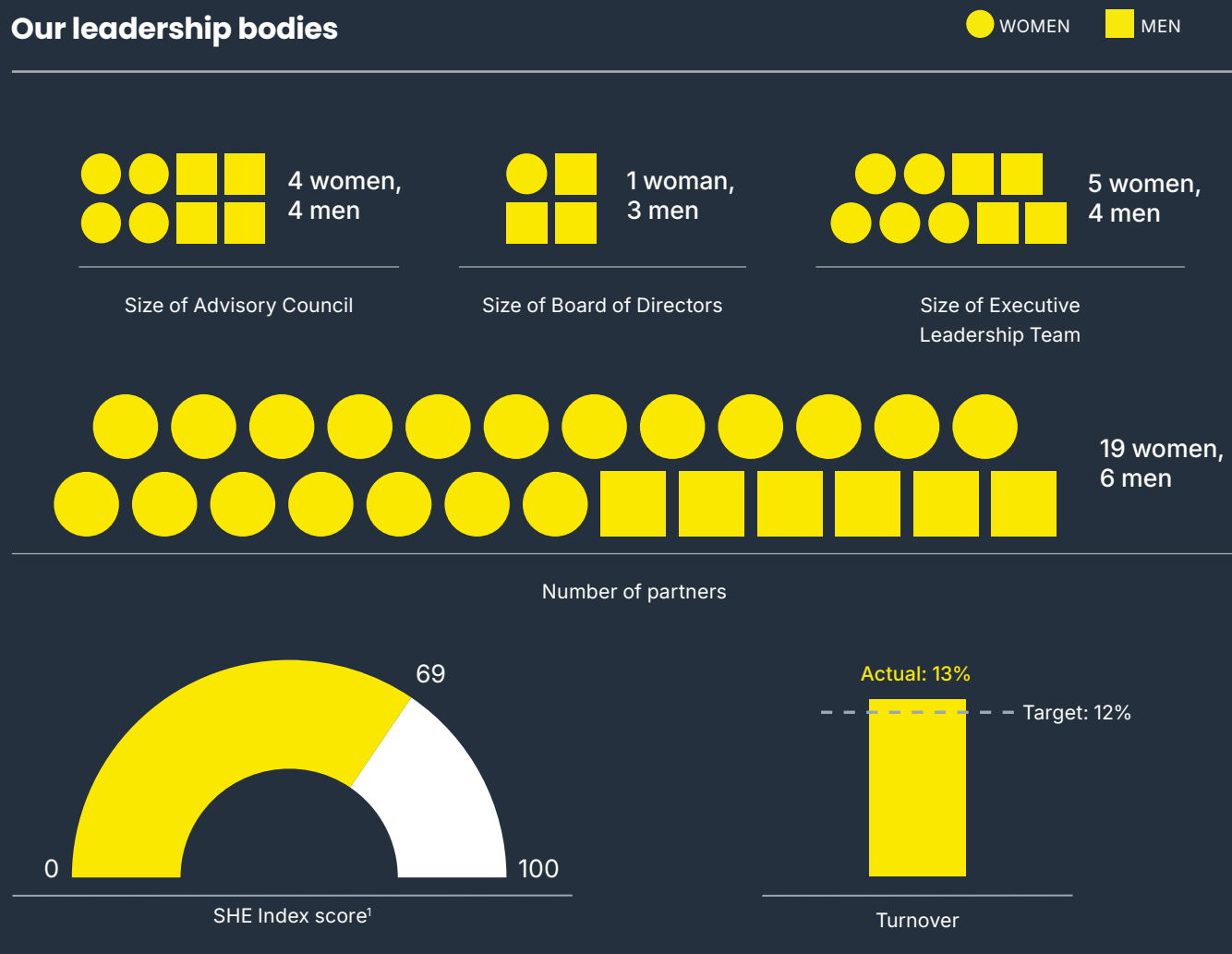
Data at a glance

100%
Code of Conduct signature rate

0
Whistleblower incidents

ISO 9001
ISO 27001
Core certifications

Our leadership bodies



[1] The SHE Index is a corporate framework that measures gender balance, equality policies, and diversity practices within companies on a scale of 0 to 100.

Accountability and oversight

Over the past two years, DA has formalized its governance into a structure built around three bodies: the Advisory Council, the Board of Directors, and the Executive Leadership Team. Each has clearly defined roles, responsibilities, and lines of reporting (Exhibit 5).

The Advisory Council brings together investors and external advisers: leaders with deep expertise across the sectors and geographies where DA works. Their role is to guide the company vision and strategy and to ensure that DA's strategy reflects both its mission and the realities of the environment in which it operates.

The Board of Directors translates that strategic direction into organizational decisions. Three subcommittees sit beneath the Board: Risk and Audit, Remuneration, and Systems. Together, they provide structured oversight across the areas most critical to long-term organizational health.

The Executive Leadership Team, made up of director-level senior partners from across the firm, is responsible for turning strategy into practice. This is where decisions become delivery across geographies, practices, and central functions.

ESG oversight sits within this structure. The chief impact and growth officer holds primary responsibility, with direct reporting lines to the Board and weekly executive oversight through meetings with the CEO, CFO, and chairman.

Exhibit 5

Governance structure

Advisory Council (AC)

- Guides company vision and strategy
- Keeps a pulse on how the state of the world affects Delivery Associates (DA)
- Provides external perspective and expertise

Board of Directors

- Translates AC recommendations to strategy
- Ensures DA effectively discharges its legal and constitutional responsibility
- Serves as guardian of DA values and culture

Risk and Audit Committee

Remuneration Committee

Systems Committee

Executive Leadership Team

- Responsible for day-to-day implementation of the DA vision, strategy, and operations
- Represents central functions, geographical regions, and practices

Minimizing our footprint

As a fully remote organization, DA has a limited environmental impact by design. But the nature of our work requires travel, and travel generates emissions.

2025 data at a glance

0
scope 1 and 2 emissions

2,576 tCO_2e
Scope 3 emissions

ISO 14001
Core certification

A LOW-CARBON MODEL

DA's fully remote structure is the foundation of our environmental approach. We have no direct emissions from energy use or company-owned vehicles. This reflects a deliberate organizational model designed to minimize our footprint while maximizing our global reach.

Our remaining emissions come entirely from how we operate: business travel, purchased services, and the indirect impacts of a globally distributed team (Exhibit 4). These fall under Scope 3, the category that covers indirect emissions in an organization's value chain. In 2025, our Scope 3 emissions totaled 2,576 tonnes of carbon dioxide equivalent (tCO_2e), the standard unit for measuring greenhouse gas emissions, which translates to approximately 9 tCO_2e per colleague — below the average of our industry peers.[1]

We hold ISO 14001 certification, an internationally recognized standard for environmental management systems that requires us to set environmental objectives, track our performance, and improve continuously. Our certification is independently verified and renewed annually.

[1] Publicly disclosed Carbon Disclosure Project (CDP) filings and annual ESG reports of major global strategy and management consulting firms historically reflect an average total footprint of 10–15 tCO_2e per full-time equivalent (FTE) across Scopes 1, 2, and 3.



Exhibit 4

Business flights make up more than half of our Scope 3 emissions

26%

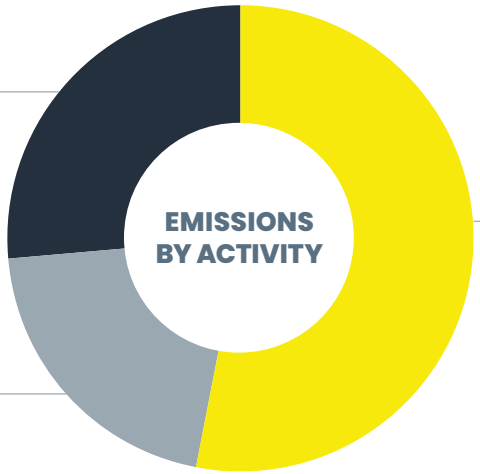
Purchased goods and services

Includes professional, scientific, and technical activities; computer programming consultancy services; activities of membership organizations; office administrative and support services; education; insurance, reinsurance, and pension funding; advertising and market research; legal and accounting services; other machinery, equipment, and supplies; postal and telecommunications services; employment activities

20%

Other travel-related emissions

Includes business travel,[1] hotels and restaurants, petrol car (average), average local bus, and rail travel



53%

Business flights make up more than 50 percent of our total Scope 3 emissions.

Note: Figures do not sum to 100%, because of rounding.

[1] Business travel refers to all business-travel-related emissions except flights.

MANAGING WHAT WE CAN'T ELIMINATE

Travel is the primary source of our emissions. Sitting alongside partners to build trust through in-person presence is not incidental to effective delivery; it is often what makes delivery possible. We are not going to eliminate travel. But we are committed to minimizing it wherever we can.



Prioritizing **train travel** for short to medium distances where it is a viable alternative to flying



Booking **direct flights** when air travel is necessary, reducing the higher emissions associated with takeoffs and landings



Applying our Environmental Policy, Waste Management Policy, and Sustainable Events Guide to **minimize the footprint of our activities beyond travel**

MEASURING AND IMPROVING

We track our emissions rigorously using a dedicated platform, reporting against recognized international standards.

We are committed to submitting near-term, science-aligned emissions targets to the Science Based Targets initiative (SBTi), a global framework that sets the standard for credible corporate climate commitments, in 2027. This will formalize our reduction objectives and hold us publicly accountable for progress.





Katrin Suder

Chair, Advisory Council

Bringing together rare expertise across digital transformation and large-scale institutional change.

Katrin Suder chairs DA's Advisory Council. A physicist by training with a doctorate in AI, she spent 14 years at McKinsey, where she led the firm's public sector practice in Germany and advised governments and public institutions on reform. From 2014 to 2018, she served as state secretary at the German Federal Ministry of Defense, overseeing defense procurement reform and digital modernization. From 2018 to 2021, she chaired the Digital Council of the Federal Government of Germany, advising on technology and innovation strategy at the highest level. Today, she serves as a member of the Digital Council's board and as a senior adviser.



Leigh Sandals

Chairman and co-founder

Applying the principles of elite performance to public sector delivery.

Leigh Sandals co-founded Delivery Associates with Lord Michael Barber, with whom he has worked for over 20 years, and serves as chairman of the organization. A global expert on delivery and organizational effectiveness, he has advised governments at every level across all continents. He has particular depth in Australia, where he worked closely with the New South Wales Premier's Implementation Unit for more than five years. He has also advised global funds on large-scale transformation in poverty reduction. Leigh holds a PhD in exercise science from the University of Gloucestershire, a background that has given him a distinctive view of how the principles of elite performance — clear goals, disciplined routines, real-time feedback — translate directly into public sector delivery.

Protecting DA's license to operate

DA safeguards its license to operate through a layered governance structure spanning onboarding of partners and suppliers, delivery, and oversight.

Onboarding: All new partners pass through a dedicated partnership desk, which conducts know-your-customer and anti-money-laundering checks before engagement. Our CFO signs off on every new supplier. We also conduct regular due diligence on all suppliers and partners.

Delivery: At the project level, a structured assessment process evaluates every potential engagement for projected impact and financial viability before we commit. All projects are then tracked through a risk register, which surfaces delivery, reputational, and compliance risks for regular review by leadership and the Risk and Audit Committee.

Oversight: Our Risk and Audit Committee reports directly to our Board.

Taken together, these mechanisms give DA a structured way to decide who we work with, monitor how work is delivered, and hold ourselves accountable to a standard higher than contractual compliance.

DA's internal operations are also governed by a comprehensive policy framework covering anti-bribery and corruption, data security and privacy, AI use, business expenses, environmental management, safeguarding, and whistleblowing. Core policies are reviewed annually, with compliance supported through mandatory training, periodic risk assessments, and internal controls. All colleagues sign our Code of Conduct on joining and complete annual training. We are developing this into a full ethics framework.

Protecting DA's partners

We also take a deliberate approach to protecting the partners and beneficiaries we work with, particularly as our use of technology has grown. Cybersecurity has become a standing governance priority. On data privacy and security, we are ISO 27001 certified and operate in compliance with the EU's General Data Protection Regulation (GDPR), the UK Data Protection Act 2018, and other applicable regulations.

Our Center of Excellence for Data provides centralized infrastructure for data management across the organization, with clear controls governing access, quality, and security. We continue to strengthen both our technical controls and our incident response posture. Core data security and privacy policies are reviewed and updated annually and are subject to independent audit.

Technology and artificial intelligence

DA sees significant potential in AI to support our mission. We are already applying it to strengthen delivery quality, enhance our impact measurement infrastructure, and improve how our teams work — and we expect this to accelerate.

We are also clear-eyed about the risks: data vulnerability, algorithmic bias, energy consumption, and the undermining of human judgment.

Our approach to responsible AI is grounded in five principles:

- **Impact first:** Use AI only when it improves outcomes for the people we serve.
- **Human-led:** Keep humans accountable for every decision and output.
- **Protect trust:** Restrict use to approved tools and keep sensitive data out of consumer or public AI tools — without exceptions.
- **Act with integrity:** Be transparent about where AI shapes our work.
- **Grow together:** Learn continuously as a team. Review what we build, share what works, and ask for help where needed.

To put these principles into practice, we have robust data infrastructure and a comprehensive, regularly reviewed set of policies.

Robust data infrastructure. The same data infrastructure that underpins our security framework — our Center of Excellence for Data — ensures all data is machine readable, compatible with current AI technologies, and governed by clear controls.

Comprehensive policy framework. We have an AI and Agent Use Policy and mandatory training for all colleagues. Colleague-built tools must go through a controlled testing environment and risk review before deployment, and we are introducing a safe coding program. We also have a vendor preapproval process and disclosure practices for client-facing work. Our policies will continue to develop as these technologies do.

“We were founded on a simple conviction: The gap between ambition and outcome is fundamentally a delivery problem.”

NICK RODRIGUEZ
CEO, Delivery Associates

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