

Responsible Business Report

2025

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clarity

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Foreword

At Clarity Business Travel, being a responsible business is at the heart of everything we do.

The Responsible Business Report outlines the journey Clarity is on, highlighting our efforts to reduce our environmental impact, promote human rights, and support employee wellbeing.

It also provides context within the wider travel industry, where sustainability and responsibility are increasingly central to operations.

The aim of this report is to communicate our progress, share our challenges, and outline the steps we are taking to build a responsible, sustainable future for both our business and the wider community.

Following our inaugural report last year, this year's report focuses on key improvements and enhancements we have made to our strategy and initiatives across all four pillars.



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2025 has been a year of continued growth for Clarity, through a busy period of migration and the launch of new divisions, we have continued to prioritise our responsible business journey.

We recognise the impact that we have on the environment and our communities and that's why we are striving to make sustainability a key part of our culture.

We can't do it alone. We continuously look to our customers, our colleagues, our industry partners and our expert consultants to drive progress forward.

We're proud to share our achievements from 2025 and what we have planned for the future as part of our journey towards a more sustainable future.

Pat McDonagh
Chief Executive Officer

Who we are

We are the trusted provider of hassle-free travel, meetings and events services for progressive businesses and organisations everywhere.

Our global capability and team of experts deliver the right service at exactly the right moment, helping our customers get to where they need to be, safely, sustainably and cost effectively.

We fuse cutting-edge technology with exceptional service.

With our travel booking platform, ClarityGo, our customers can manage all their business travel in one place, with unified search from accommodation and flights to car hire and rail, results return quicker, with more options than ever before.

We make meetings a doddle with our industry-leading meetings technology, MeetingsPro, providing access to an extensive venue database showing live availability and the ability to book instantly.

For those moments when you need to create a memorable event, conference or incentive, we've got a dedicated specialist events division, Brighter.

Exceptional service is at the heart of what we do with world-class customer satisfaction scores, VIP Teams and 24/7 operation, the combined power of our people and tech ensures customers can count on us to support with all their business travel, meeting and event needs.

We listen. We adapt. We deliver.

We are Clarity.



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Our roots

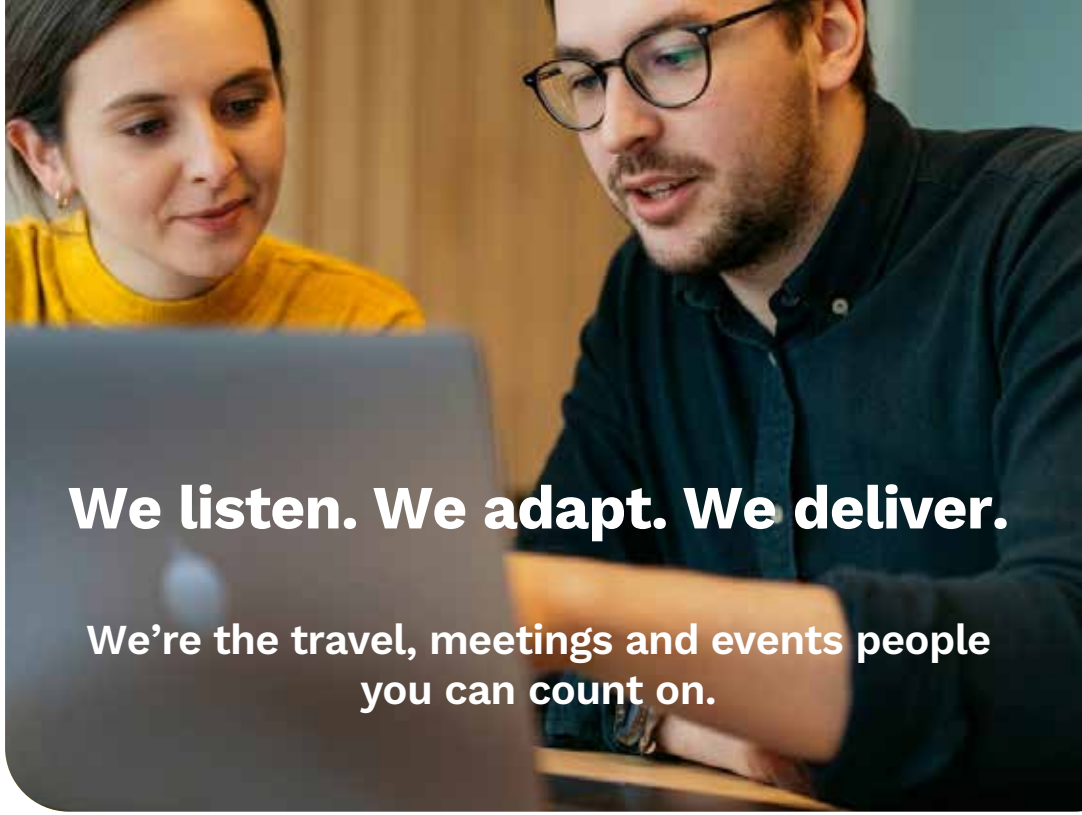
Clarity Business Travel were established in 2010 as a joint venture between the Co-operative Group, Midlands Co-operative Society and Thomas Cook Group. But our roots go back decades. In 2016 Clarity acquired Portman Travel (1959), leading to the creation of The Portman Travel Group, before then acquiring Ian Allan (1951) in 2019, bringing 70 years' of travel, meetings and events experience into a family of great travel brands.

The business has continued to grow in our niche sectors, including Marine, Infrastructure, and public sector, including UK Government, where we are an approved supplier on the Crown Commercial Services agreement.

A further acquisition in 2023, saw Agiito (formerly Capita Travel and Events) joining the fold, and placing Clarity as one of the top 10 travel management companies in Europe.

In 2025, Clarity launched Entertainment and Media and our first international arm, Clarity Nordics.

Over these years, we've built a team of creative minds, innovators and problem-solvers, living and breathing our vision, promise and values every day - it's what makes us who we are.



1950's
Co-operative Travel and Portman established

2014
Seera acquired Elegant Resorts and Co-operative Travel Management

2015
Co-operative Travel Management rebrands to Clarity Travel Management

2016
Clarity acquires Portman Travel

2019
Clarity acquires Ian Allan Travel and Destination Sport established

2019
Brighter is launched as a stand-alone event management brand

2022
Launch of One Global - A global partnership with World Travel in the US

2023
Clarity acquires Agiito and Evolvi

2024
Clarity rebrands and launches ClarityGo

2025
Clarity launches Entertainment and Media division, and Clarity Nordics

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Taking responsibility seriously

As an employer, customer, supplier, neighbour, and industry leader, we operate in a rapidly changing and often volatile world.

This brings greater responsibility for all of us and while it can feel both exciting and impossible to navigate, responsible business shouldn't feel like something new or revolutionary.

It's about doing the right thing, for the right reasons, in the right way, so we can stay resilient amid the change we create and the change happening around us.

Our strategy is for everyone to contribute to, learn from, and use as guiding principles for collaboration toward a more sustainable future.

We're all custodians of our planet.
And it needs our help. Everyone can make a difference, big or small.

Being a good citizen matters.
At work, at home, and in the community.

We're stronger together.
By supporting our value chain, we help everyone succeed.

Everyone deserves a voice.
And the chance to thrive. Diversity must be met with real inclusion.

Sustainability by design.
It's not an add-on - it's how we work. If it's not sustainable, why do it?

> *Being a responsible business isn't a tick-box exercise. It's how we work. Guided by our four pillars, we're proud of the progress we're making and remain committed to continuous improvement, as highlighted in our latest responsible business report.*

Kirsty Given, Director of Corporate Responsibility and Sustainability



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Our four pillars of responsibility

How we define our responsible business strategy.

Responsible business

A good citizen approach means we are always transparent about our impact & take tangible steps forward, both socially, environmentally & ethically.



Confident conversations

We confidently engage with customers and suppliers, encouraging conversations about sustainability.



Sustainable solutions

Our data, technology and products support our customers to achieve their sustainability goals.



Expert connections

We are the travel experts, and we can introduce you to our trusted sustainability experts.

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Responsible business



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Responsible business

How we define our responsible business strategy

Combating Climate Change

Our business creates an impact on the planet through direct operations and indirect use of our services. We are committed to understanding, reporting, and reducing this impact as we deliver against our transition to Net Zero.

People at Heart

People are at the heart of everything we do and the driving force behind our success and growth. We want to attract, grow, and develop high performing and engaged people.

Connecting Communities

Community connection is about how we build strong bonds internally within our own business community but also how we engage with the communities around us. In giving back and being 'good citizens' we have the potential to make a powerful lasting impact and generate social value.

Ethical Business

Ethical business goes beyond legislation and regulation, reflecting our moral obligations and business culture. We hold ourselves to account and ensure we are setting the highest ethical standards and operating with our stakeholders' best interests at heart.

Our responsible business strategy aligns to supporting these UN Sustainable Development Goals (SDG's):



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Responsible business

Combating climate change

Our environmental journey

2015
ISO14001 Obtained

2016
ESOS Compliant

2016
ISO 50001 Energy Management System

2019
First Carbon Reduction Plan published & baseline emissions created

2019
ISO20121 Sustainable Events

2020
First Ecovadis Assessment

2021
Partnership established with Greengage & Thrust Carbon

2024
Re-baseline of carbon emissions to 2023 & extended scope

2024
First submission to Carbon Disclosure Project

2025
Commitment to Science Based Targets with SBTi.
First responsible business report published.



Responsible business

Understanding our impact



£800m+
spend under management



902
employees



£55m+
revenue



800+
customers



2 million
ClarityGo travel searches per month



240m
nights booked in hotel rooms (that's 6,575 years)



640m+
miles flown (that's over 2,680 trips to the moon!



7
offices



7.5k
travel alerts issued to customers

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Responsible business
Combating climate change

Carbon

Our reporting journey began in 2019, when we established our first baseline emission year and set an ambitious Net Zero target.

Since then, the business has transformed, and our carbon reporting has matured. A significant milestone came in 2023, when we acquired Agiito - doubling our headcount and adding two new offices.

This expansion prompted a re-baselining of our emissions to accurately reflect the changes. We also extended the scope of our reporting to include all relevant Scope 3 categories. This exercise was carried out across Portman Travel Group, our parent company.

In 2025, we implemented a new carbon reporting - Greenly. Greenly have supported us to improve efficiency and accuracy in measurement and focus on maturing our reduction action plan.

The GHG Protocol provides a comprehensive framework for assessing emissions across three distinct scopes:

Scope 1: Direct emissions from owned or controlled sources (e.g. company-owned vehicles or facilities).

Scope 2: Indirect emissions from the generation of purchased electricity consumed by the organisation.

Scope 3: All other indirect emissions across the value chain, such as those from suppliers, transportation, and employee commuting.

We are committed to achieving Net Zero by 2050 across Scope 1, 2 and 3, in line with the Paris Agreement and UK commitments.

To achieve this goal, we will focus on these key areas:

1. Energy efficiency and reduction
2. Electrification and reduction of fleet
3. Improved business travel policy
4. Waste reduction
5. Sustainable Procurement & Supplier Engagement
6. Creating a more sustainable product offering
7. Influencing customers and industry

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Responsible business
Combating climate change

As part of Portman Travel Group, we are committed to decarbonisation both as a business, industry and society. Clarity works closely with our parent company to monitor emissions data, make reductions and improve our methodology.

Our SBTi Commitment

The Science Based Targets initiative (SBTi) is a global organisation that enables companies and financial institutions to set ambitious greenhouse gas (GHG) emissions reduction targets in line with the latest climate science. Its mission is to drive corporate climate action consistent with limiting global warming to 1.5 degrees Celsius above pre-industrial levels, as outlined in the Paris Agreement.

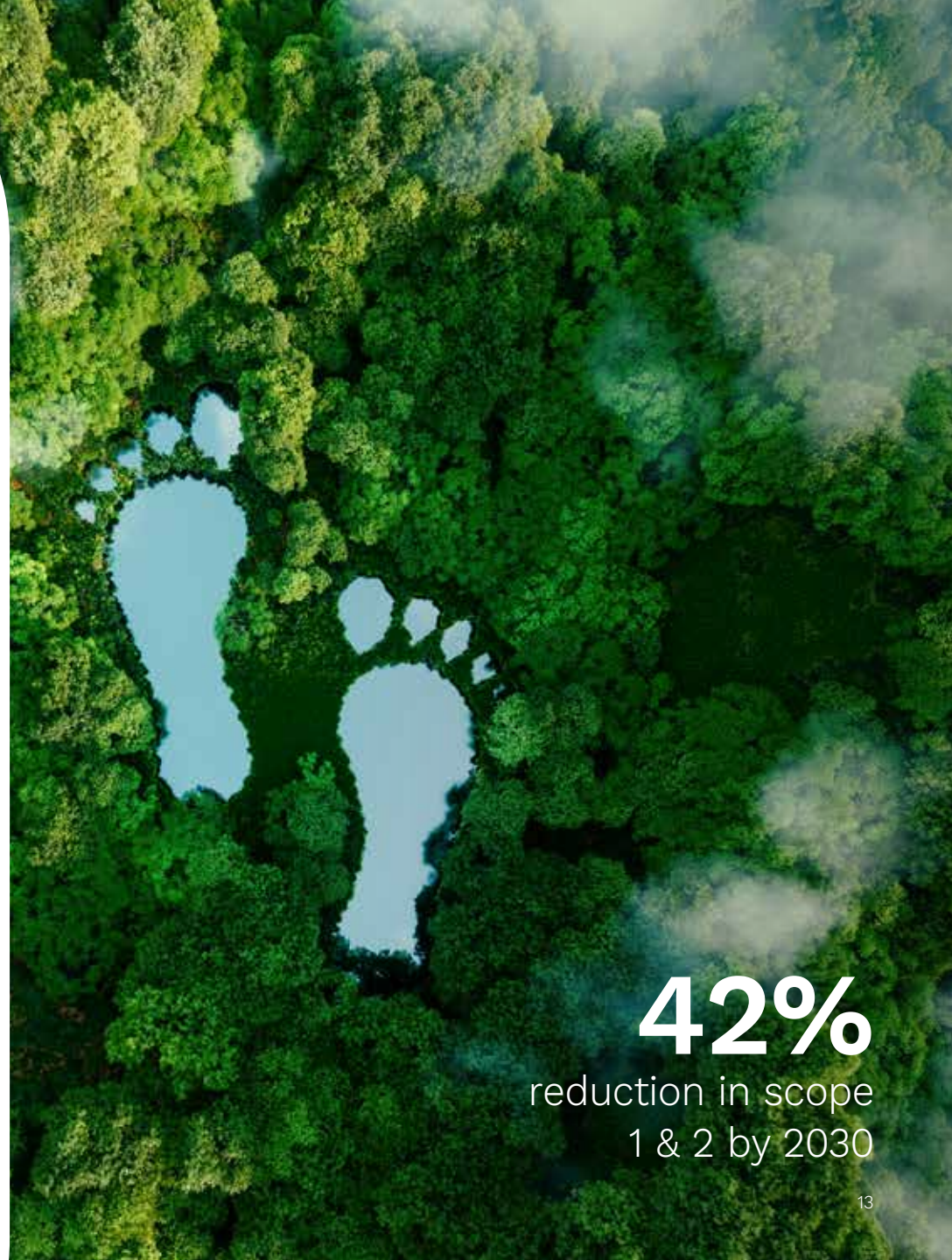
In December 2025, Portman Travel Group committed to setting Near Term and Net Zero science-based targets in the next 24 months. We anticipate submitting our Near Term targets for verification in 2026.

This exercise is in line with Clarity's Net Zero ambitions and following an extended scope to reporting is the natural next step in our decarbonisation journey.

Our targets

We are committed to achieving:

- Net Zero by 2050
- Near Term by 2030
- Near Term includes 42% reduction in Scope 1 and Scope 2, respectively. We will also engage with our value chain to support Scope 3 reduction.



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Responsible business
Combating climate change

Emissions

What's changed?
Overall, we have seen a 5% decrease in emissions since our baseline year.

Our biggest reductions can be seen in:

- Scope 1 – all fossil fuel company cars will be removed by 2027
- Scope 2 – we are improving the energy efficiency of all buildings and continuing to engage with landlords on switching to renewables.
- Employee commute – we are using a more accurate methodology and improved completion of our employee commute survey.

In 2025, we implemented a new carbon reporting tool and are now proud to partner with Greenly. The implementation has caused some fluctuations in the emissions as changes in methodology and more accurate categorisation have occurred.

Category 11 (use of sold products) is Clarity's biggest emissions category. Although, it is not included in this table it represents 97% of our emissions at group level. Engaging with suppliers and customers to influence emissions from use of sold products is a key part of our reduction plan.

Carbon Footprint and Reduction Plan

Emissions	2023 (tCO_2e)	2024 (tCO_2e)	2025 (tCO_2e)	% change from baseline
Scope 1 - Direct emissions (gas and fuel)	25.6	5.04	1.5	-94%
Scope 2 - Indirect emissions (electricity)	127.1	76.6	85	-33%
Scope 2 - Market based	Not reported	Not reported	41.4	NA
Cat 1 - Purchased goods and services	3203.2	3703.84	3027.8	-5%
Cat 2 - Capital goods	41.17	320.04	444.2	978%
Cat 3 - Fuel and energy related activities	127.64	85.56	33.3	-74%
Cat 4 - Upstream transportation & distribution	29.05	40.82	6.3	-78%
Cat 5 - Waste disposal	0.3	0.08	0.3	0%
Cat 6 - Business travel	172.85	168.25	159.1	-8%
Cat 7 - Employee commuting	440.01	469.41	276.5	-37%
Cat 8 - Upstream leased assets	150.88	150.88	2.9	-98%
Cat 15 - Investments	4.12	15.62	60.4	1366%
Scope 3 exc. C11	4,169	4,954	4,011	-4%
Total (exc. C11)	**4321.96**	**5036.15**	**4,097.5**	**-5%**

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Responsible business

Combating climate change

Energy

We aim for a 42% reduction in carbon emissions from purchased electricity by 2030.

ESOS

As part of our ESOS requirement, we submitted our action plan progress update in December 2025.

The actions on our action plan are:

Installation of LED and PIR lighting in our Edinburgh office. We expect that this has saved approximately 98kWh in energy usage since installation.

Property footprint consolidations and reductions. This is taking place throughout 2026, with our Derby office footprint already being reduced to two suites from four.

Energy efficiency through refurbishment of our Manchester office. This took place during 2023, we are waiting for a full set of reliable data in 2026 to calculate the energy savings.

Total removal of fuel usage for company fleet vehicles. We are continually working towards reducing fleet as leases expire, until complete phase out in early 2027.

100%

of our offices have LED and PIR lighting

79%

of energy used is from renewable sources

533kWh

Energy use per person (based on 902 employees)

We are proud to work with our landlords to switch to Green Tariffs. An impressive 79% of the energy used in our offices is now renewable. We have big plans to reach 100% in the near term.



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Responsible business

Combating climate change

Sustainability in our offices

We've improved office sustainability through our suppliers and waste management.

Sustainable procurement

This year, we've been focusing on swapping some of our suppliers of office products to more sustainable options or supporting social enterprises.

Cheeky Panda

We are currently rolling out Cheeky Panda Bamboo Toilet paper to all Clarity offices within operational control. Our team chose this product as it uses bamboo rather than trees and uses 45% less CO_2 than mainstream alternatives.

Soap 20

Soap 20 soap products have been implemented at all our sites within operational control. Soap 20 aim to eliminate the use of single use plastics within their products and use limited packaging which is all recyclable.

Hey Girls

We supply sanitary period products for our employees in our office bathrooms. Hey Girls is our chosen social enterprise partner, newly implemented to supply period products due to their commitment to sustainability and community connection, which aligns with our values.

Waste management

From October 2025 we started to measure the weight of all waste streams at our larger offices. This is completed every evening by our cleaning contractors.

We report these figures quarterly to the Executive team and plan to share this with the wider business as we improve the data collection.

From October 2026 we will have a full year's data to enable us to show as our baseline year, we then plan to put measures in place to firstly reduce our waste overall, but secondly, improve our recycling percentage.

Watch this space for our new baseline and reduction commitments.



45%

less Co_2 than mainstream alternatives

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Responsible business

Combating climate change

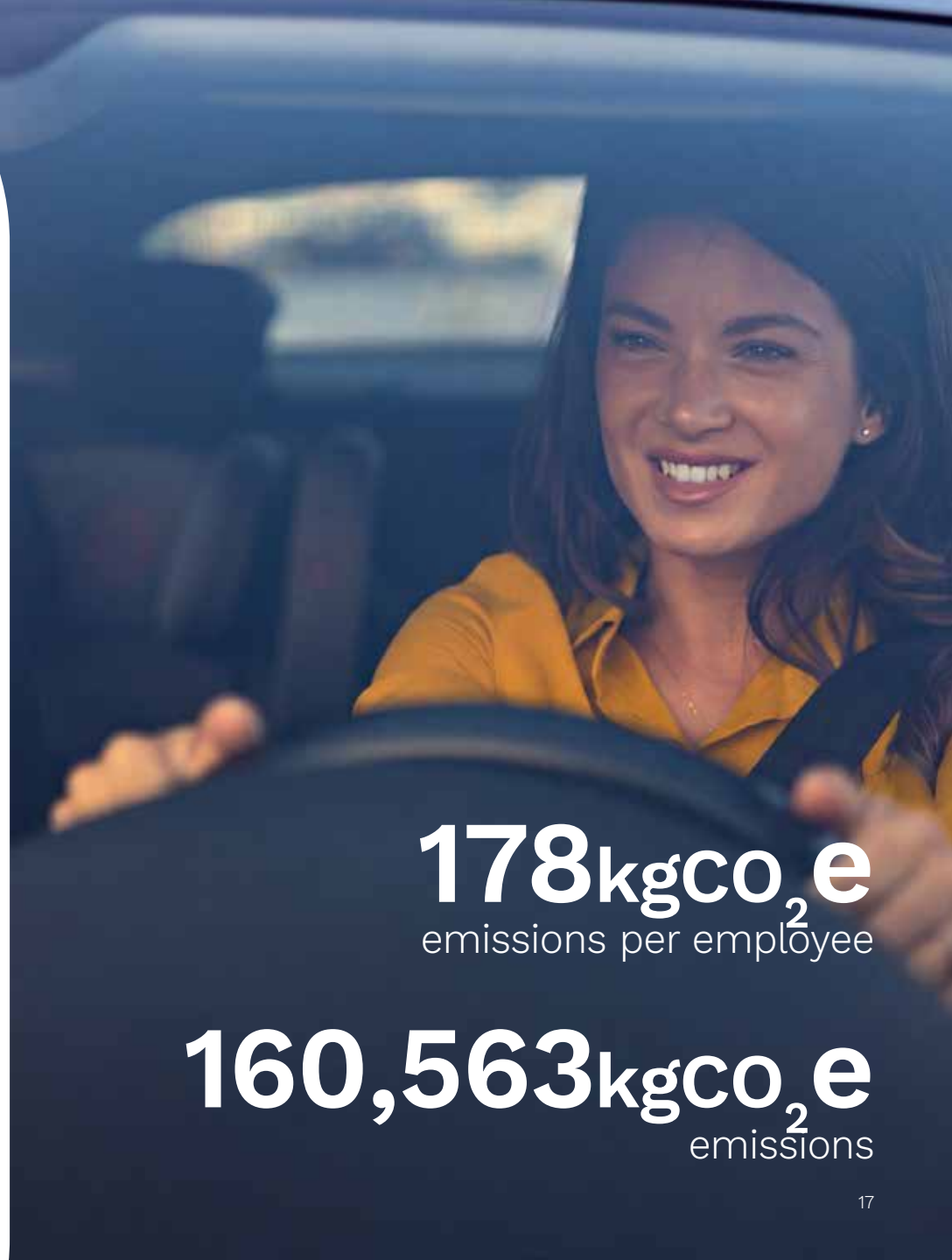
Business travel and fleet management

Our use of company cars is limited, as most of our team works remotely or uses alternative transport. We have transitioned to hybrid or electric company cars where possible.

We have a partnership with Octopus which gives employees the option to switch to an electric car through salary sacrifice.

All business travel is booked in the same way as for our customers – through ClarityGo. Therefore all staff can see the emissions and impact that their travel is making before booking and make the more responsible choice.

In 2026, we will be reviewing our staff travel policy at group level to support colleagues to make more responsible choices when the need for travel arises.



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Responsible business

Combating climate change

Electric vehicle scheme

We introduced the Octopus electric car scheme in 2025 to support lower-carbon commuting and help reduce our environmental impact.

Similar to the Cycle to Work scheme, the initiative enables employees to exchange part of their gross salary for a new electric vehicle, benefiting from tax and National Insurance savings.

The scheme makes electric vehicles more accessible and affordable, typically including insurance, maintenance, and breakdown cover as part of the package. By removing common barriers to EV adoption, it supports a shift towards more sustainable travel choices.

Through this initiative, we are helping to reduce transport-related emissions while supporting our wider sustainability goals, as well as providing a convenient and cost-effective benefit for employees.

Employee commute

To improve the accuracy of our carbon emissions data from employee commuting, we launched an employee survey through Greenly (our carbon reporting tool).

The survey was sent to every employee and had questions on how they get to the office, how often, and how they use energy when working from home. On completion of the survey, everyone received their own carbon footprint for how they work.

This year's survey response rate was 52% across the business. We have put together an action plan to increase this percentage to a target ot 65% for the 2026 survey.

Office locations play a big part in commute, our Manchester office is well connected to public transport and is easy to access by train.
We support hybrid and flexible working which helps to reduce long commutes and promote work life balance.



18tCO$_2$
Reduced by switching vehicles in 2025

222.59kgCO$_2$e
average yearly commute emissions per employee

353.2kgCO$_2$e
Greenly database average

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Responsible business
Combating climate change

Biodiversity

In 2026, we plan to introduce a Biodiversity Plan focused on understanding and enhancing the natural environment across our operations. This will begin with a detailed assessment of our sites and services to identify opportunities to protect and improve biodiversity.

Building on these insights, we aim to implement targeted initiatives and invest up to £5,000 in biodiversity projects by 2027.

This commitment reflects our intent to take practical, measurable steps to support nature, contribute to local ecosystems, and integrate environmental stewardship into our business activities.

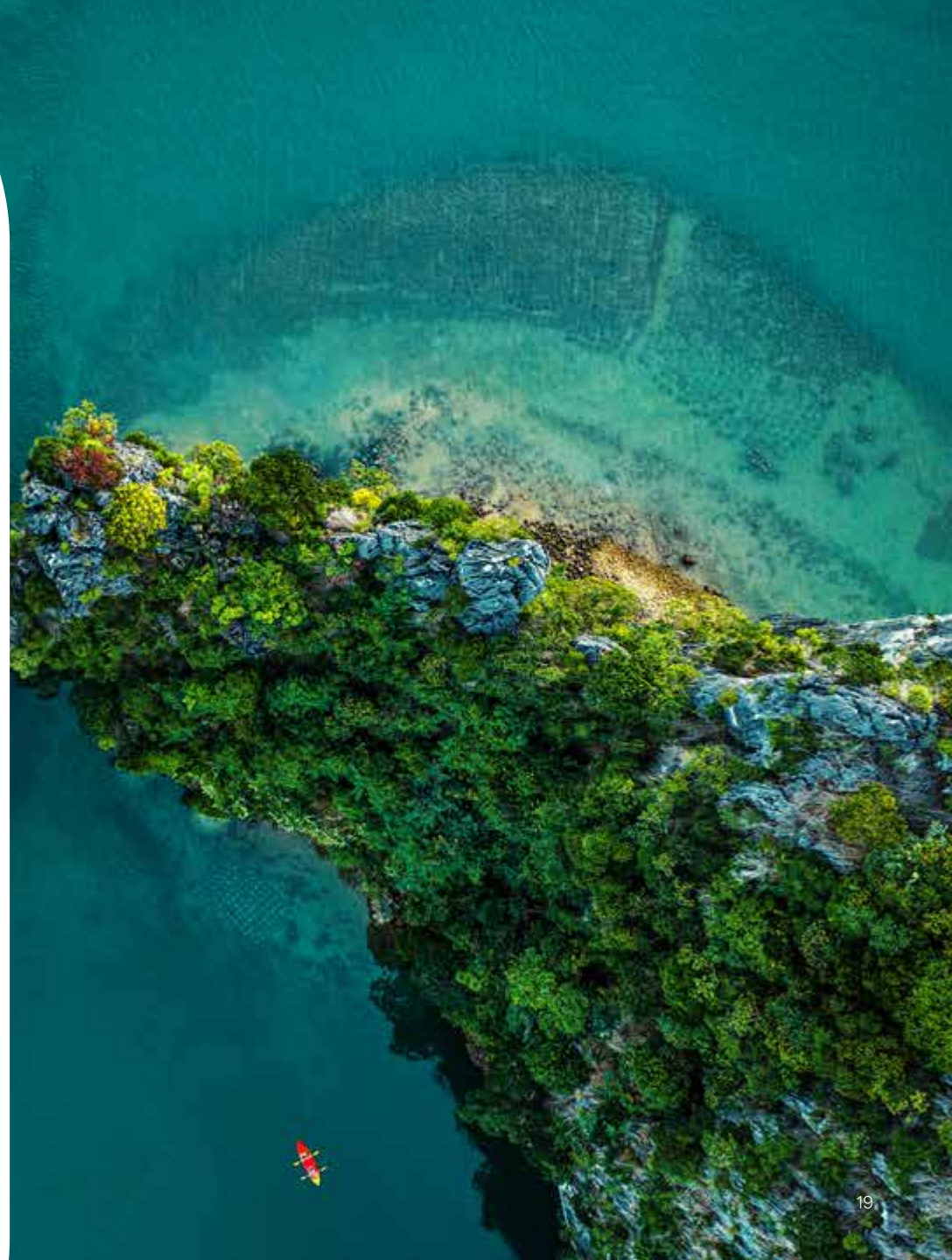
Climate-related and ESG risk

We understand the growing risks posed by climate change and other key issues affecting our people, offices, customers and communities.

Clarity maintains an ESG risk register which is reviewed and updated on an annual basis at minimum.

In 2025, Clarity have redesigned our enterprise risk management at parent company level. Risks are categorised by levels such as climate change, market dynamics and corporate reporting.

As we are a service provider, we anticipate low risk and impact to ecological sensitivity in our office locations. However, we are planning on conducting an assessment of the local area in each office location.



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Responsible business

People at the heart

People are at the heart of everything we do and the driving force behind our success and growth. We want to attract, grow and develop high performing and engaged people.

Our people strategy for 2026 is:

1. Stronger together

2. Brilliant leaders

3. Engaged workforce

“Our people are at the heart of everything we do and our driving force for change and growth. Our focus is to create an environment, that serves as a healthy safe place that encourages authenticity and through a sense of community, where our people thrive. We do this through meaningful engagement, role development and learning experiences.

Our strategy is for our people to be Better Together, supported by Brilliant Leaders and Managers where high performance is recognised and rewarded.”

Jane Harrington
Chief People Officer



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Responsible business

People at the heart

Our workforce

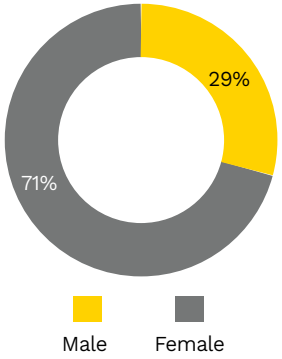
A blended approach to working continues to define the organisation, with 39% of employees working from home and 37% operating in a hybrid model.

Office-based roles account for 21% of the workforce, while field-based employees represent a smaller proportion at 3%. This distribution highlights a strong shift toward flexible working, with over three quarters (76%) of colleagues working either remotely or hybrid, supporting both operational agility and employee wellbeing.

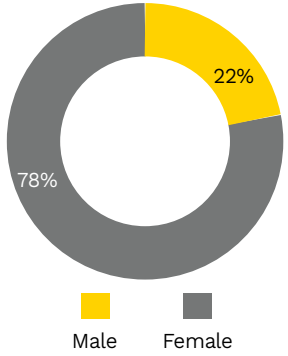
At executive level, gender representation becomes more balanced, with 57% female and 43% male representation.

This demonstrates positive progress at senior leadership level and reflects the organisation's ongoing commitment to strengthening diversity at the top of the business.

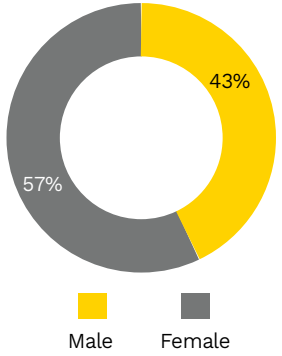
Gender split



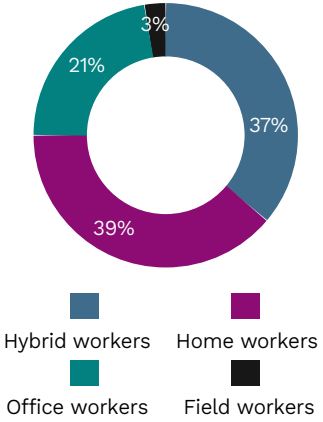
Women in management



Women within the executive team



Working style





46+%
with 2 to 10 years service

35%
with over 10 years service

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People at the heart

Diversity, equity, inclusion and belonging

We aim to build a workplace where inclusion, respect and fairness are part of everyday practice, ensuring everyone feels recognised and supported, regardless of background, experience or viewpoint.

We are committed to providing equal access to opportunities for development and progression, while actively addressing bullying, harassment and all forms of discrimination, including those relating to disability, long-term conditions and neurodiversity.

This commitment is delivered through:

- Mandatory Diversity & Inclusion training for all employees
- Continuous learning and development opportunities to help individuals grow
- Transparent and confidential ways to raise concerns, supported by our 2025 Dignity at Work Policy
- A strict zero-tolerance approach to retaliation when concerns are reported
- An updated Equality, Diversity and Inclusion Policy issued in 2025

In 2025, we also strengthened our family-friendly offering with enhanced policies covering maternity, adoption, paternity and parental leave.

These are supported by tailored risk assessments and structured return-to-work plans, helping colleagues with caring responsibilities manage both their professional and personal commitments with greater flexibility and confidence.



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Responsible business

People at the heart

Gender pay reporting

We are committed to building a fair, inclusive, and equitable workplace where diversity of thought and experience strengthens our business and improves outcomes for our people and customers. Gender pay gap reporting plays an important role in helping understand our workforce and assess how effectively our reward and progression practices support equality of opportunity.

This report reflects our position as of 5 April 2025, in line with UK regulatory requirements. As we continue integrating Clarity and Agiito, reporting remains separated across both payrolls. Our data shows that pay gaps are influenced primarily by the distribution of senior and higher-paid roles, as well as the structure of bonus schemes, rather than unequal pay for comparable work. While median pay gaps remain low, indicating fair and consistent pay at typical levels, mean gaps reflect a concentration of higher earnings and bonus opportunities in a smaller number of roles, which are more frequently held at senior levels.

We remain committed to ongoing progress, with a focus on improving representation at senior levels, ensuring transparency and fairness in bonus structures, and maintaining robust pay review processes to support equitable outcomes across the organisation.

	2024 Clarity	2024 Agiito	2025 Clarity	2025 Agiito
Mean gender pay gap	20.1%	24.6%	20.1%	18.3%
Median gender pay gap	-0.6%	11.9%	1.9%	6.7%
Mean bonus pay gap	63.5%	47.8%	76.8%	49.9%
Median bonus pay gap	32.3%	77.7%	28.5%	-3.6%
Proportion receiving bonus (male)	85.1%	28.2%	79.1%	34.2%
Proportion receiving bonus (female)	90.1%	18.2%	84.6%	28.2%
Whole company gender split (male)	32.6%	29.6%	31.5%	25.5%
Whole company gender split (female)	67.4%	70.4%	68.5%	74.5%

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People at the heart

Neurodiversity

We have strengthened awareness and understanding of neurodiversity across the organisation through leadership training, learning programmes, and targeted campaigns. Manager training within the Leadership & Management Development Programme, alongside Love2Learn sessions and Knowledge Exchange events, has helped build confidence in supporting neurodivergent colleagues.

Key moments such as Neurodiversity Awareness Week and Invisible Disabilities Week have provided open forums for discussion, including a Healthy Space session attended by 80+ colleagues, fostering a culture of openness, shared experience, and learning.

Alongside this, we have introduced practical resources and inclusive initiatives to better support employees. This includes a dedicated intranet hub and Viva Engage community, updates to policies, and education on assistive tools. We also launched the Hidden Disabilities Sunflower Lanyard scheme, enabling colleagues to discreetly indicate non-visible disabilities, supported by awareness campaigns and internal communications.

Together, these actions demonstrate our commitment to creating an inclusive environment where all colleagues feel informed, supported, and empowered to thrive.

> *What stands out most to me is how the community is helping bring neurodiversity into conversation across the business and encouraging greater understanding and openness.*

Pabi Rathband, Community Member



29
hours of raising awareness in 2025

12
passionate neurodiversity community members

42
managers training on neurodiversity in the workplace between Jun and Dec 2025

2
customer knowledge exchange events on neurodiversity

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Responsible business

People at the heart

Learning and development

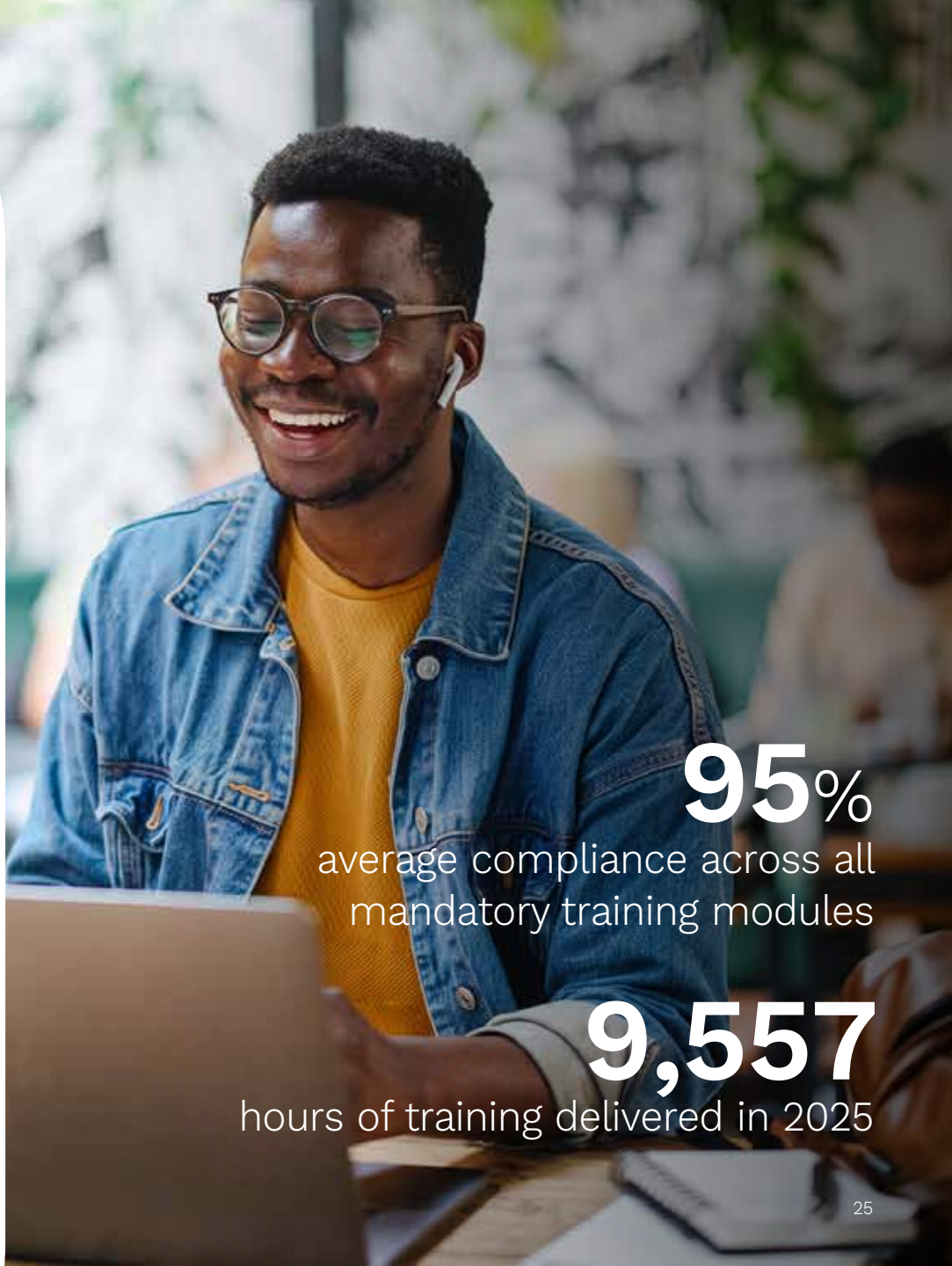
We believe learning is central to an exceptional employee experience. In the fast-paced world of business travel, our people are our greatest asset. Empowered, knowledgeable individuals drive outstanding experiences for both our customers and each other.

By investing in continuous development, we enable our teams to build confidence, adapt to change, and stay ahead in a constantly evolving industry.

In 2025 we achieved 95.43% compliance across all mandatory training, with 230 experiences held, 2,677 learners, 9,557 hours of training with an average of 9.46 hours of training per person.

Our mandatory training courses include:

- Financial Crime
- Data Protection (GDPR)
- Diversity & Inclusion
- Health, Safety & Fire Safety
- Sustainability
- Tax Evasion
- Modern Slavery Act
- ISO 14001 & 50001
- ISO 9001 & 22301
- ISO 27001 & ISO 27701
- Brighter Service 1
- Brighter Service 2



95%
average compliance across all mandatory training modules

9,557
hours of training delivered in 2025

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Responsible business

People at the heart

Talent Academy and Talent and Career Showcase

Talent Academy

Our Talent Academy develops future leaders, subject matter experts, and successors through a tailored, year-long programme focused on personal growth and career progression.

This fantastic academy strengthens internal talent pipelines, with 7 promotions achieved this year.

As part of the programme, participants collaborated on projects aligned to sustainability and social value, delivering real impact across the organisation and wider community. In 2025, our teams led initiatives supporting community engagement, employee wellbeing, life skills (such as CPR training), and increased use of volunteer opportunities, driving both social and environmental value.

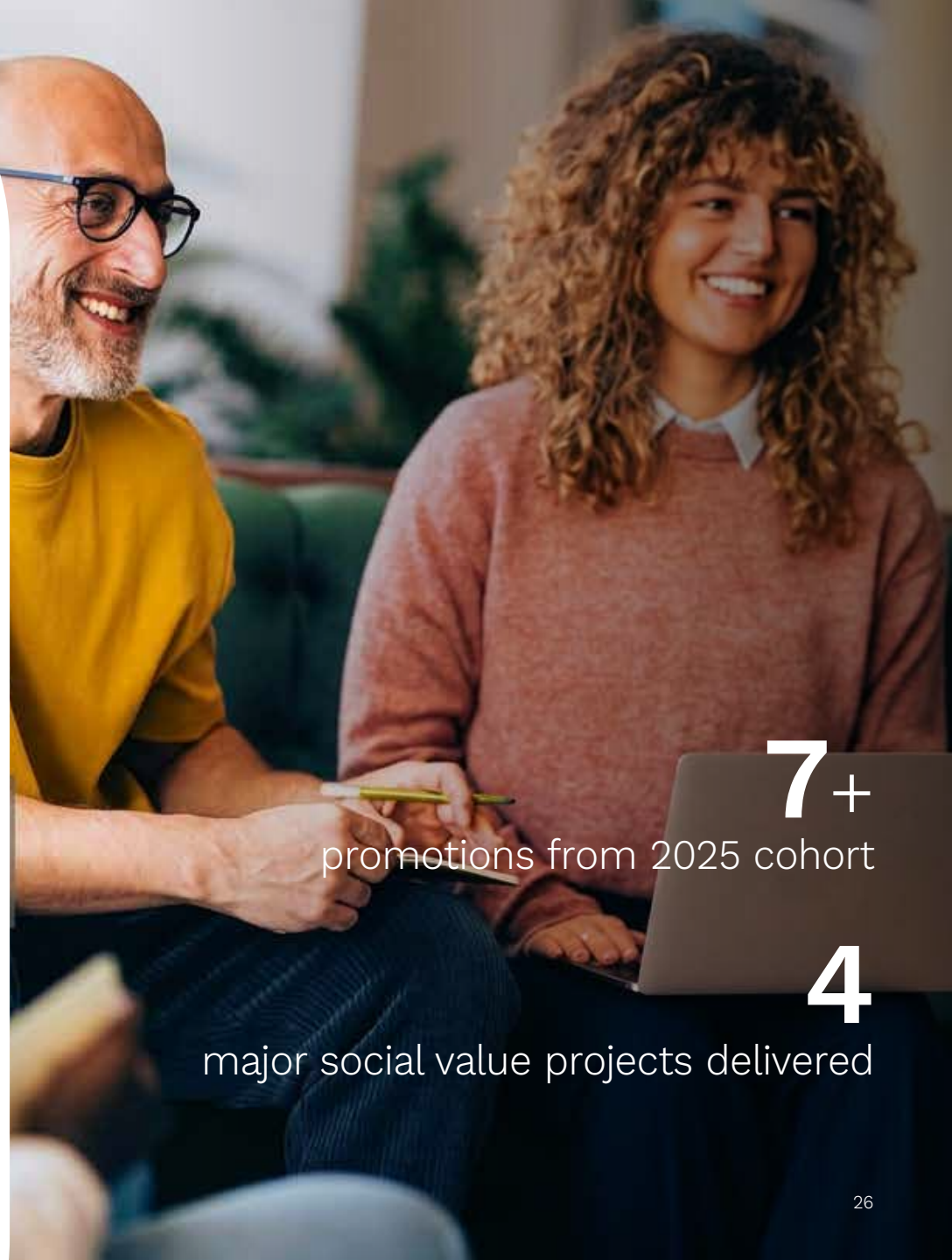
Talent and Career Showcase

The talent and career showcase gives the Clarity team greater visibility and insight into roles across the business, supporting career development and internal progression.

It's an opportunity for employees to connect with colleagues from other areas and discover potential talent to unlock!

> *The Talent Academy has given me valuable exposure to our business and people, helping me feel more connected to Clarity and confident in my role. Our social value project has also shown me how we can make a meaningful impact through volunteering, wellbeing, and community initiatives, both in and beyond the workplace.*

Emily Thwaites, Clarity Team Member



7+
promotions from 2025 cohort

4
major social value projects delivered

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Responsible business

People at the heart

Elevate and Love2Learn

Elevate

We believe that if you're a people manager, you're also a leader. To bring out the best in others, we must first understand our own leadership style and the value we bring. That's why we're committed to developing not just great managers, but exceptional leaders in the business travel industry.

Our Elevate Leadership & Management Development Programme equips people managers with the theory, practical skills, and reflective practice needed to thrive by providing them with a variety of mandatory and optional fully interactive learning experiences.

Insights Discovery is at the heart of Elevate, providing a common language and self-awareness tool that runs throughout the programme.

From soft skills and leadership development to hands-on training in HR policies and procedures, Elevate offers a comprehensive, practical, and engaging learning journey for our management team providing them the opportunity not just to learn, but also practice their skills in a safe space.

Love2Learn

Love2Learn is a week-long event providing a unique peer-to-peer learning opportunity open to everyone.

Colleagues have the opportunity to deliver learning experiences by sharing their knowledge with peers on a subject of their choosing, whether it be sharing specialist product knowledge, showcasing their team and responsibilities, an Excel masterclass, yoga, knitting... the possibilities are endless!

Love2Learn is for everyone! Whether sharing their skills and knowledge as a host or attending a session to increase their knowledge in a certain subject, there is something for everyone.

It's an opportunity to:

- Learn more about various topics, both work related and non-work related.
- Network and make new and valuable social connections within the business.
- Discover new tools, technologies and best practice.
- Increase confidence and engagement.



344
Insights Discovery profiles

1,053
attendances across our parent company

182
Clarity leaders attending at least one experience

282
hours of training delivered

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Responsible business

People at the heart

Apprenticeships

We continue to invest significantly in the growth of our people, allocating £85,792 to support employees as they work towards completing their apprenticeship qualifications.

This commitment reflects our belief that developing internal talent is essential to sustaining a high-performing, future-ready workforce.

Throughout 2025, we delivered seven targeted drop-in sessions across key office locations and virtual platforms, ensuring all colleagues had clear visibility of the development opportunities available to them. These sessions, alongside heightened engagement during National Apprenticeship Week (#NAW2026), played a vital role in increasing awareness, accessibility, and uptake of apprenticeship pathways.

To further strengthen long-term engagement, we continue to maintain a centralised hub of resources, providing employees with a reliable, easy-to-navigate space to explore qualifications, access guidance, and stay informed about their learning journey.

We have joined forces with the Co-op to support apprenticeships and create opportunities. The Co-op Levy Share Scheme has already delivered impressive results, raising over £40 million to supporting more than 4,000 apprenticeships, with 31% identifying as non-white British, 67% female, and 16% declaring a disability.

> *Apprenticeships are a real passion of mine, they bring in fresh talent while helping colleagues upskill. Partnering with Co-op extends these opportunities to those who might not otherwise have access.*
>
> *We aim to fund 2–3 apprentices each month, and as our first collaboration with Co-op, we're excited about the impact it will deliver.*
>
> **Neil Wainwright-Farrar**, Head of Apprenticeships & Early Careers



£85,792

invested in supporting employees to complete their apprenticeships

14

employees enrolled in 2025

2

Damar apprenticeship awards won

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Responsible business

People at the heart

Work experience

We recognise the vital role that early engagement plays in shaping the future talent pipeline. Our partnerships with schools and colleges give students meaningful insight into the breadth of careers available within Business Travel, while allowing us to inspire the next generation and strengthen awareness of Clarity as an employer of choice.

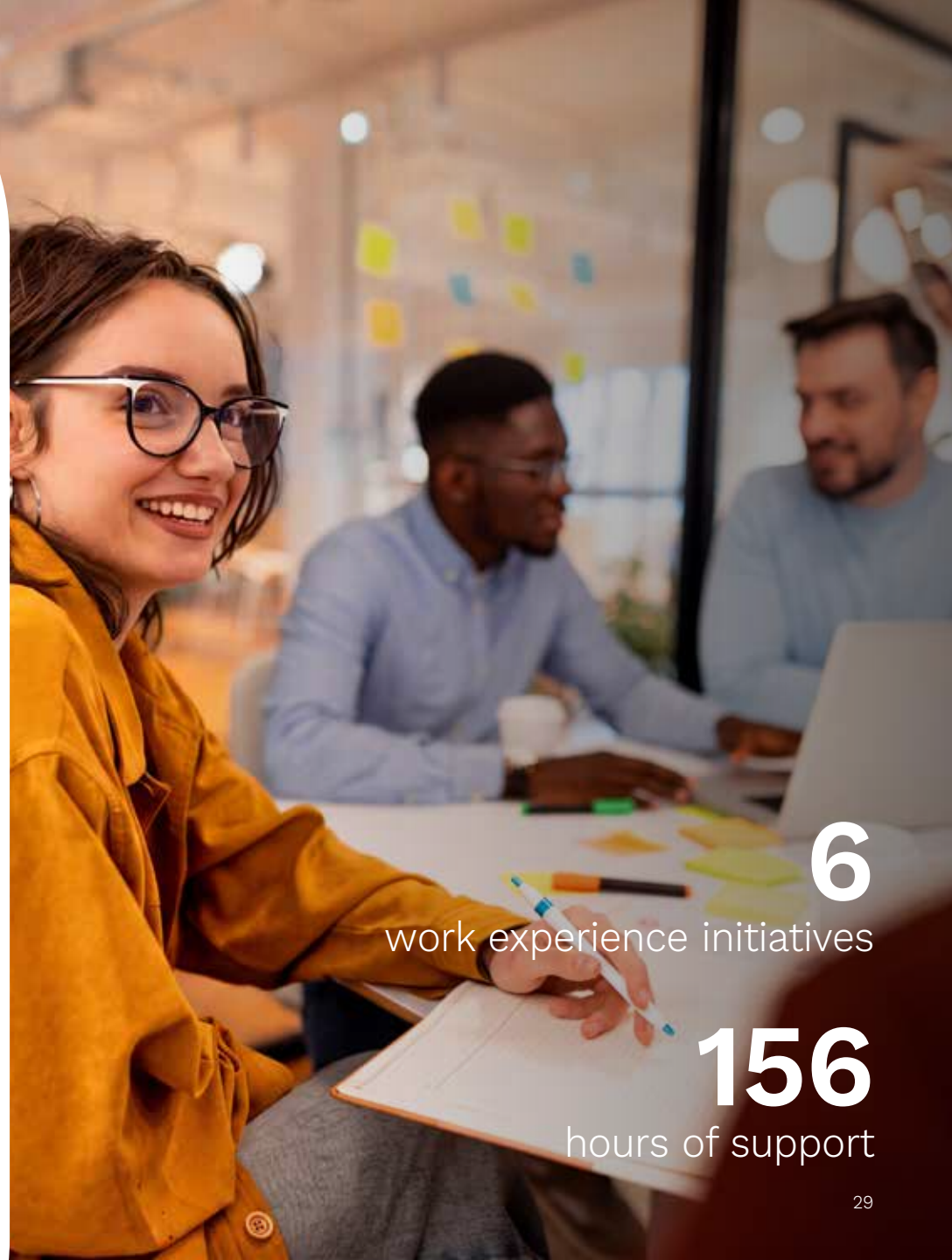
Through a blend of presentations, interactive sessions, and opportunities to meet teams across the business, students gain a clearer understanding of the industry and the skills required to thrive within it.

This early exposure not only supports their career exploration but also positions Clarity front-of-mind when they begin considering apprenticeships or entry-level roles.

During this period, we collaborated with a number of regional schools, as well as Speakers for Schools through virtual sessions.

Our work with the Business Travel Association (BTA) has further strengthened sector-wide visibility, particularly through joint initiatives such as the Speakers for Schools virtual programme.

These partnerships play a key role in promoting the business travel industry, widening access, and encouraging young people to explore the opportunities available.



6

work experience initiatives

156

hours of support

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Responsible business

People at the heart

Recruitment and retention

At Clarity, attracting and keeping the right talent is a priority. Without the best people, we couldn't do what we do.

We have clearly communicated policies on recruitment, internal promotion, sourcing, and interview processes to ensure we always find the right fit for the role.

In 2025, we launched a new recruitment software, Talos.

During 2025, the Talent Acquisition team continued to evolve its use of recruitment technology to improve efficiency, candidate experience, and direct sourcing capability.

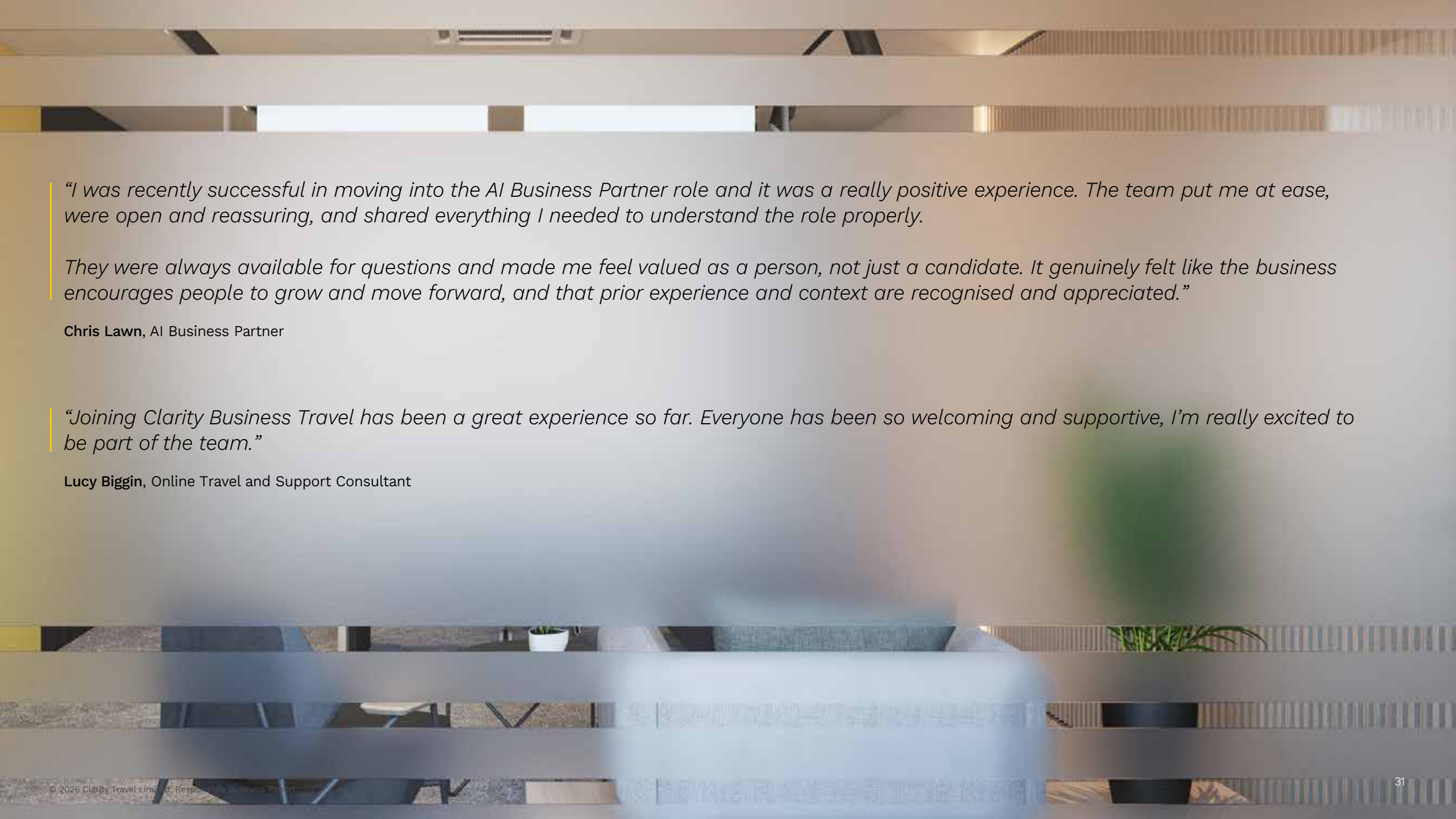
Talos is used as the core recruitment system to manage vacancies, applications, and hiring processes in a consistent and compliant way across the business.

In addition, Metaview is used to support headhunting and direct search activity, enabling recruiters to proactively identify and engage with hard-to-reach candidates for specialist and senior roles.

Together, these systems support a more data-led, proactive recruitment approach, reducing reliance on external agencies and strengthening direct talent pipelines.



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“I was recently successful in moving into the AI Business Partner role and it was a really positive experience. The team put me at ease, were open and reassuring, and shared everything I needed to understand the role properly.

They were always available for questions and made me feel valued as a person, not just a candidate. It genuinely felt like the business encourages people to grow and move forward, and that prior experience and context are recognised and appreciated.”

Chris Lawn, AI Business Partner

“Joining Clarity Business Travel has been a great experience so far. Everyone has been so welcoming and supportive, I’m really excited to be part of the team.”

Lucy Biggin, Online Travel and Support Consultant

Responsible business

People at the heart

Health, safety and wellbeing

Wellbeing is a key part of Clarity's people strategy. We understand the importance of work life balance and want our people to feel supported.

All employees have access to Optima Health which is a 24/7 confidential employee assistance provider. Clarity's Mental Health policy details the support employees have on offer and is reviewed regularly.

From 2026, all of our managers are required to complete modules on wellbeing and mental health as part of our Elevate programme. This ensures that our leaders are equipped to support their teams and have confident conversations surrounding wellbeing.

Reframe Cancer

This year, we added a new benefit to our offering and partnered with Reframe Cancer, the experts in workplace cancer support. Reframe Cancer's support service provides critical assistance if you are concerned about cancer or diagnosed with cancer.

Our people receive access to the information hub, 16 hours of support through cancer from a dedicated cancer support team and 4 hours of support for a spouse or nominated individual.



Wellbeing	
Mental health at work commitment made	Yes
Mental health at work action plan	Yes
Mental health at work action plan progress	Yes
3rd Party free mental health and wellbeing support in place	Yes
3rd Party traveller assistance in place	Yes
Free eye test provided	Yes
Mid-year and end-of-year reviews with documented wellbeing check-in	Yes

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Responsible business

People at the heart

Health, safety and wellbeing

Healthy Space Team

Our Healthy Space Team is made up of volunteers from across the business, they are committed to ensuring our employees feel a sense of belonging and wellbeing at work.

In 2025, the team put together multiple initiatives including:

- Published Mind Matters newsletters
- Time2Talk session
- Stretch and move sessions
- First Healthy Space vlog
- Men's mental health awareness with
- Andy's Man Club.

Book club

Clarity's book club meet collectively once a month to discuss a book over lunch breaks. It brings people together from across the business and creates another community space.

> *"I love the Clarity Book Club. I have met some great people who have recommended some amazing reads. I have also read books I would never have picked up on my own that I have really enjoyed and it has broadened my range of reading."*
>
> **Helen Carter**



18
Healthy space team members

10
mental health first aiders

39
book club members

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Responsible business
People at the heart

Health, safety and wellbeing

Mental health at work commitment

Signed by more than 3,000 UK employers, the Mental Health at Work Commitment is a simple framework.

It's based on the Thriving at Work standards, pulling from the pledges and standards that are already out there, using up-to-date research, from UK employers and mental health experts.

In 2025, we continued to make progress towards the six standards of the mental health at work commitment.

Standard 1

Prioritise mental health in the workplace by developing a systematic programme of activity.

Standard 2

Proactively ensure work design and organisational culture drive positive mental health outcomes.

Standard 3

Promote an open culture around mental health.

Standard 4

Increase organisational confidence and capability.

Standard 5

Provide mental health tools and support.

Standard 6

Increase transparency and accountability through internal and external reporting.

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Responsible business

People at the heart

Safety

The safety of our people is paramount - whether that's staff, suppliers, visitors, or customers.

As a service provider and office-based organisation, we're considered low risk, but we have dedicated processes in place to ensure everyone's wellbeing.

When our people travel, they're supported by traveler assistance and covered by comprehensive business travel insurance.

In 2026, we are continuing alignment towards the ISO 45001 standard.

Our goals for 2026 are to implement a Health & Safety committee and begin to integrate the 45001 standard into our operating procedures as well as updating policies, procedures, and documents and risk assessments to ensure inclusion and adoption of ISO 45001.

All UK office locations this year will be subject to a full health and safety audit as part of working towards the standard.

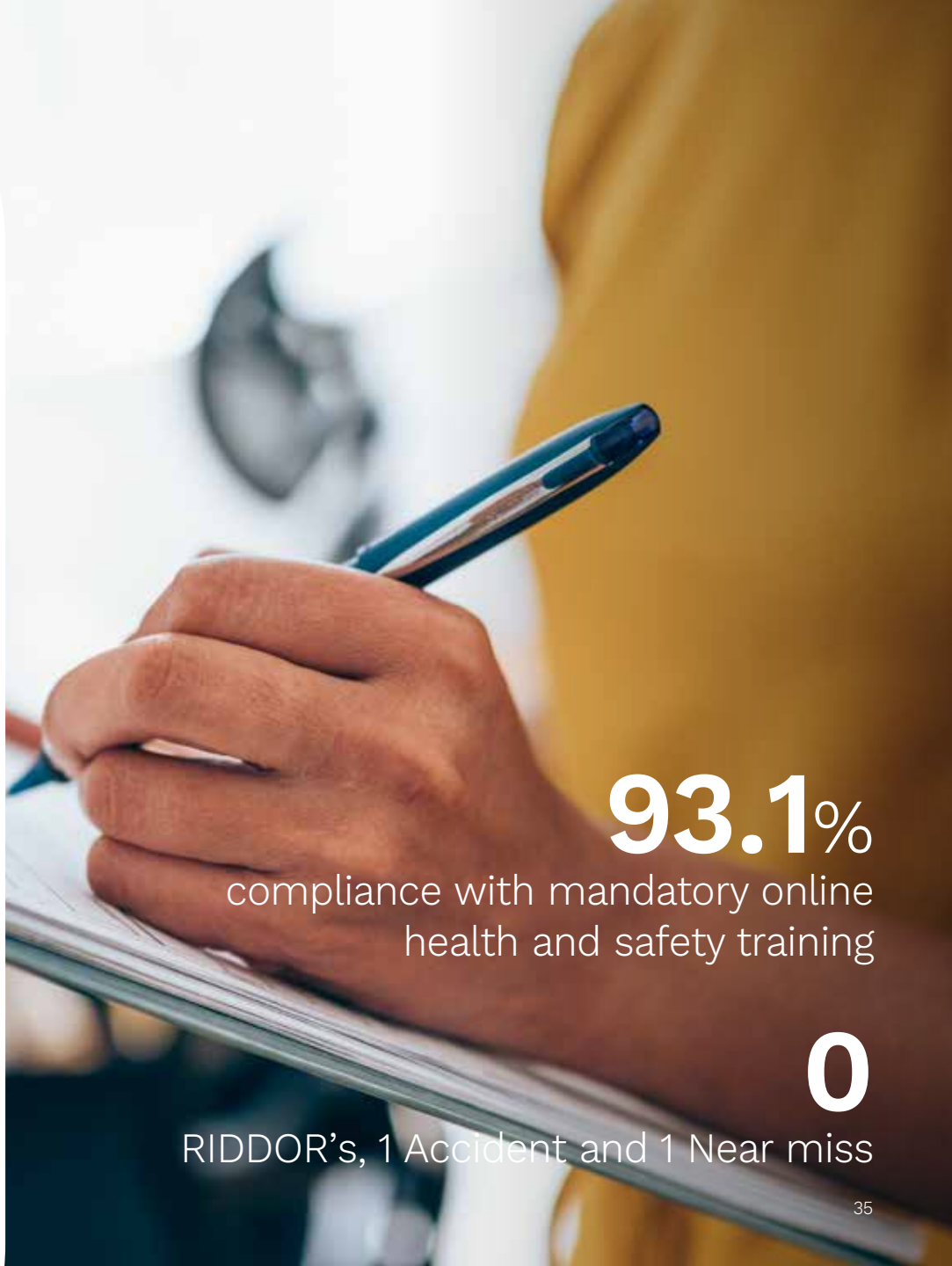
Our aim is to be certified to this standard in early 2028.

Insurance

We hold and maintain a number of insurances:

- Public liability
- Employers' liability
- Public and products liability
- Professional Indemnity
- Property and Business
- Interruption
- Cyber
- Tour Operator's Liability

- Our offices have been risk assessed
- Our offices have trained first aiders and fire marshals
- We have DSE qualified assessors in-house
- We have dedicated resource who look after health and safety
- We have a trained health and safety auditor to ISO 45001 and in the process of adopting the standard
- Accident, near miss and risk reporting procedure



93.1%

compliance with mandatory online health and safety training

0

RIDDOR's, 1 Accident and 1 Near miss

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Responsible business

People at the heart

Safety

Fire and legionella testing

All Clarity sites have had fire and legionella risk assessments conducted by a qualified third party.

Further risk assessments for fire and legionella at all Clarity sites will be reviewed annually or where there is significant business change or changes to the site.

Water sampling took place at the same time as risk assessments to monitor for legionella bacteria.

Two of our sites had low Pseudomonas bacteria levels detected. At these sites, taps were fully cleaned and water flushed. A follow up test was completed by a third-party provider, which confirmed bacteria was no longer present.

Ongoing testing takes place as part of regular legionella monitoring. This includes water sampling as required, and monthly tap temperature testing.

Customer health and safety

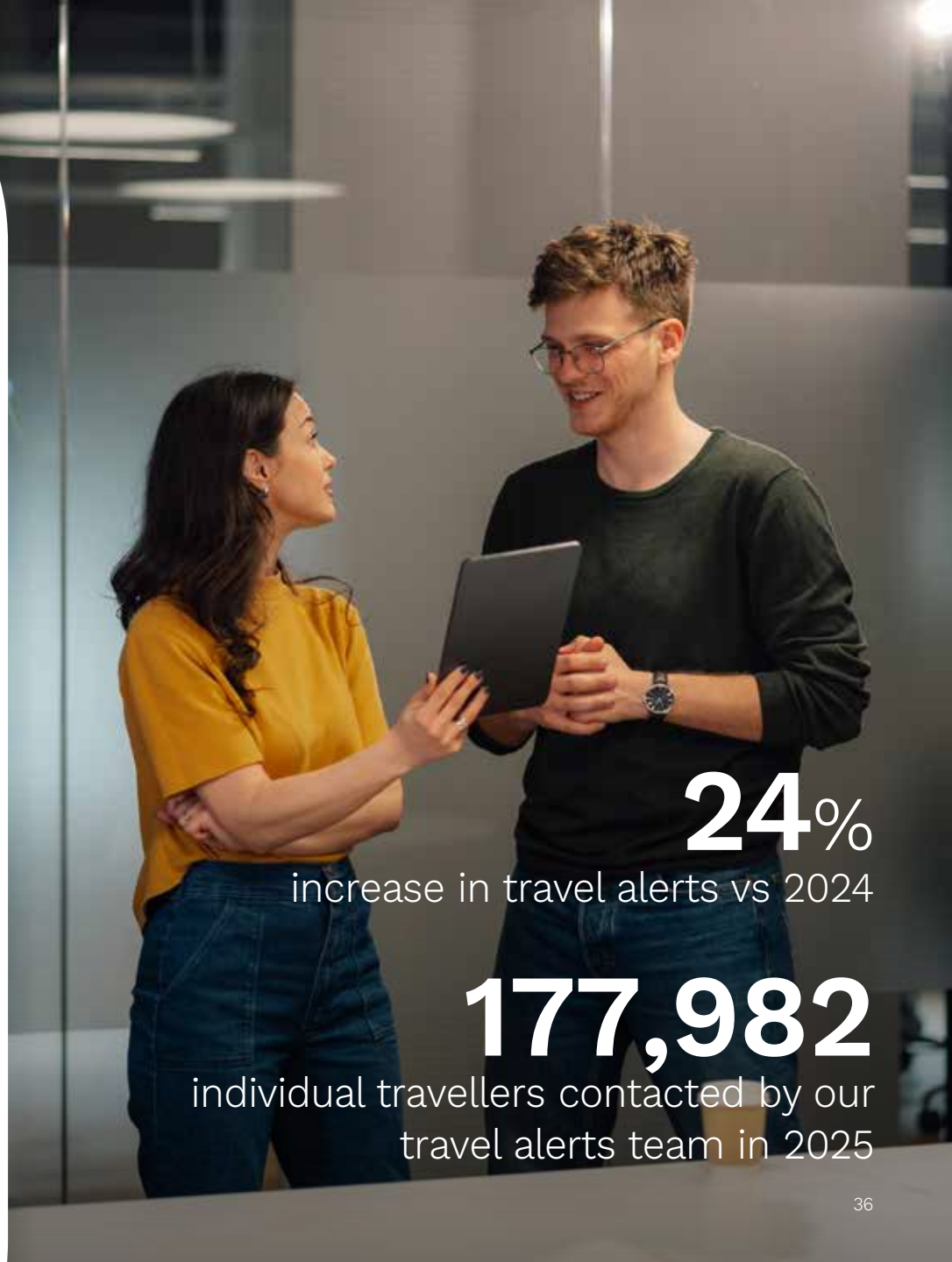
Our dedicated Travel Alerts team is there to inform and update customers all year round. 24 hours a day, 7 days a week, 365 days a year.

Whether it's industrial action or adverse weather causing travel disruption or more serious risks such as natural disasters, terrorist incidents, our team keeps customers safe and well-informed.

In 2025:

- We actioned 7,549 travel alerts an increase of 24% on 2024.
- We actioned 96 out of hour alerts an increase of 78% on 2024.
- We emailed 177,982 individual travellers affected by alerts an increase of 37% on 2024.

ClarityTrack helps customers fulfil their duty of care responsibilities by providing real-time visibility of traveler activity across flights, hotels, meetings and events. Organisations can quickly locate and communicate with travelers, access booking data online or offline, and respond effectively to travel disruptions. Interactive mapping and seamless integration with MeetingsPro support informed decision-making and enhance the safety, security and wellbeing of employees wherever they travel.



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Responsible business
People at the heart

People engagement

We want every employee to feel empowered and part of our journey.

Our monthly Exec Q&A's see different members of the leadership team share updates on key topics, with plenty of time for employee questions.

For managers, dedicated monthly calls go deeper - equipping them with the latest business insights and tools to cascade key messages to their teams.

IMPACT

In 2025, we introduced a new framework and set of guiding principles that show 'how' we do things at Clarity.

IMPACT helps us succeed as a team and serve as the basis for our company culture, it further strengthens our company values.

Our Guiding Principles are who we are at our core. They support our decision making, they guide our interactions with one another and determine the individuals who thrive here.

They are unique to us and are what help us succeed as a team.

Integrity
We operate with openness, honesty, and integrity.

Make it inclusive
We value inclusivity and bring our whole self to work everyday.

Positive disruptors
We constantly strive for improvement, embracing change and learning.

Accountable
We are accountable. We take responsibility and make it happen to drive results.

Challenge
We challenge what doesn't feel right, supporting growth and curiosity.

Teamwork
We act as one team, support and treat each other with courtesy and respect.



+52
eNPS

12
People Manager Calls

10
Exec Q&A sessions

87
business communications sent

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Responsible business
People at the heart

People engagement

IMPACT Awards

We're incredibly proud of our people and the amazing work they do every day. The Impact Awards are our internal recognition programme, designed to celebrate the individuals and teams who go above and beyond, make a difference, and bring our values to life across the business.

Each quarter, we recognise colleagues who embody our IMPACT framework and guiding principles, shining a spotlight on the contributions that help make Clarity such a great place to work. Anyone across the business can nominate a colleague or team they believe deserves recognition for a job well done.

Quarterly winners will be celebrated throughout the year and, at our company conference in March, all quarterly winners will become finalists for our annual 2025 Impact Awards. The overall winners will be rewarded with a well-deserved trip to Budapest in 2026, recognising their outstanding contribution and commitment to Clarity's success.





24
individual finalists

16
individual winners

5
team finalists

1
team winner

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Responsible business

People at the heart

Nurturing future talent

Burton and South Derbyshire College

As part of our long-standing partnership with Burton Trent College, we welcomed Travel & Tourism students to our Derby office for an immersive insight visit, giving them first-hand exposure to how a modern business travel organisation operates - from end-to-end processes and the core principles of corporate travel to a demonstration of Clarity GO, our innovative booking platform.

Building on this, our team visited the college to deliver a comprehensive session on meetings and events, covering conference planning, venue sourcing, industry trends, and the sector's evolution, followed by a structured interview preparation day.

Senior colleagues shared a detailed Business Travel Consultant role profile, reviewed CVs, and interviewed more than 40 students, providing personalised feedback and valuable real-world experience—boosting students' career confidence while reinforcing Clarity's commitment to developing future talent.

United Academy92

During 2025, the Recruitment team attended a number of recruitment and careers fairs as part of ongoing employer engagement activity. These events provided an opportunity to promote Clarity as an employer, raise awareness of current and future career opportunities, and engage directly with potential candidates across a range of experience levels.

The Talent Acquisition team represented the business at in person fairs, speaking with students about available roles, typical career paths, and what it is like to work within the organisation.

These events were used to build awareness of our brand, increase visibility in the local talent market, and support longer term pipeline development by encouraging prospective candidates to consider future opportunities.



£100k

expected to exceed in 2026 fundraising

20%

of the business in 2026 will use their volunteer day

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Responsible business

People at the heart

Awards and recognition

In 2025, our teams and individuals were recognised outside of Clarity by industry peers and experts. We are very proud to be an award-winning bunch!

miaList

Most Sustainable Agency - Brighter

CN Agency Awards

Venue Finder Agency of the Year

CN Agency Awards

Travel Management Agency of the Year

Cadent Supplier Sustainability & Social Value Awards

Easier Warmer

Greengage Sustainability Awards

Rising Star (Anisha Tansley)

Greengage Sustainability Awards

Event Management Company of the year - Brighter

GEM Awards

Creativity & Innovation - ClarityGo

Micebook Awards

Best UK Agency

miaList Awards

Events and Operations - Team of the Year (Brighter)

miaList Awards

Executive Leader of the Year

Business Travel Awards Europe

Business Travel Technology Innovation - Corporate Booking Platform (ClarityGo)

Cadent Supplier Sustainability & Social Value Awards

Travel Management Sustainability Initiative 101 Employees

Cadent Supplier Sustainability & Social Value Awards

Cultural Change

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Responsible business

Connecting with communities

Charity

Building strong bonds with the communities that shape our people is our way of giving back. Through being ‘good and responsible citizens’, we have the potential to make a powerful lasting impact.

We support Macmillan Cancer Support, a leading UK charity that provides essential emotional, practical and financial support to people affected by cancer and their loved ones across the UK.

Through employee engagement activities, fundraising initiatives, challenge events and donations, we’re on track to hit our £100K* target by the deadline of July 2026. From sponsored challenges and fundraising events to the support of our customers, suppliers and wider communities, every contribution has helped move us closer to our goal. The commitment shown across our business reflects the importance of supporting a cause that affects so many lives.

Thanks to our colleagues, customers, suppliers and communities for supporting this goal and helping Macmillan continue its vital work.

*At the time of publication, Clarity has achieved its £100K fundraising target.

£100k
target

£95k
2025



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Responsible business

Connecting with communities

Charity

What have we done in 2025?

Coffee morning

Across our offices, we joined in with Macmillan's World's biggest coffee morning. Our busy bakers sold their treats and raised over £500.

Our homeworkers joined in the fun through a virtual coffee morning as well as a baking competition!

Mighty hike

Our amazing group of mighty hikers from East Kilbride, after an early start and 11 hours of battling the elements, successfully completing their 25-mile mighty hike challenge, along the famous Rob Roy Way and raising over £2,000 for Macmillan.

World's Longest Golf Day

Three of Clarity's avid golfers took part in world's longest golf day for Macmillan.

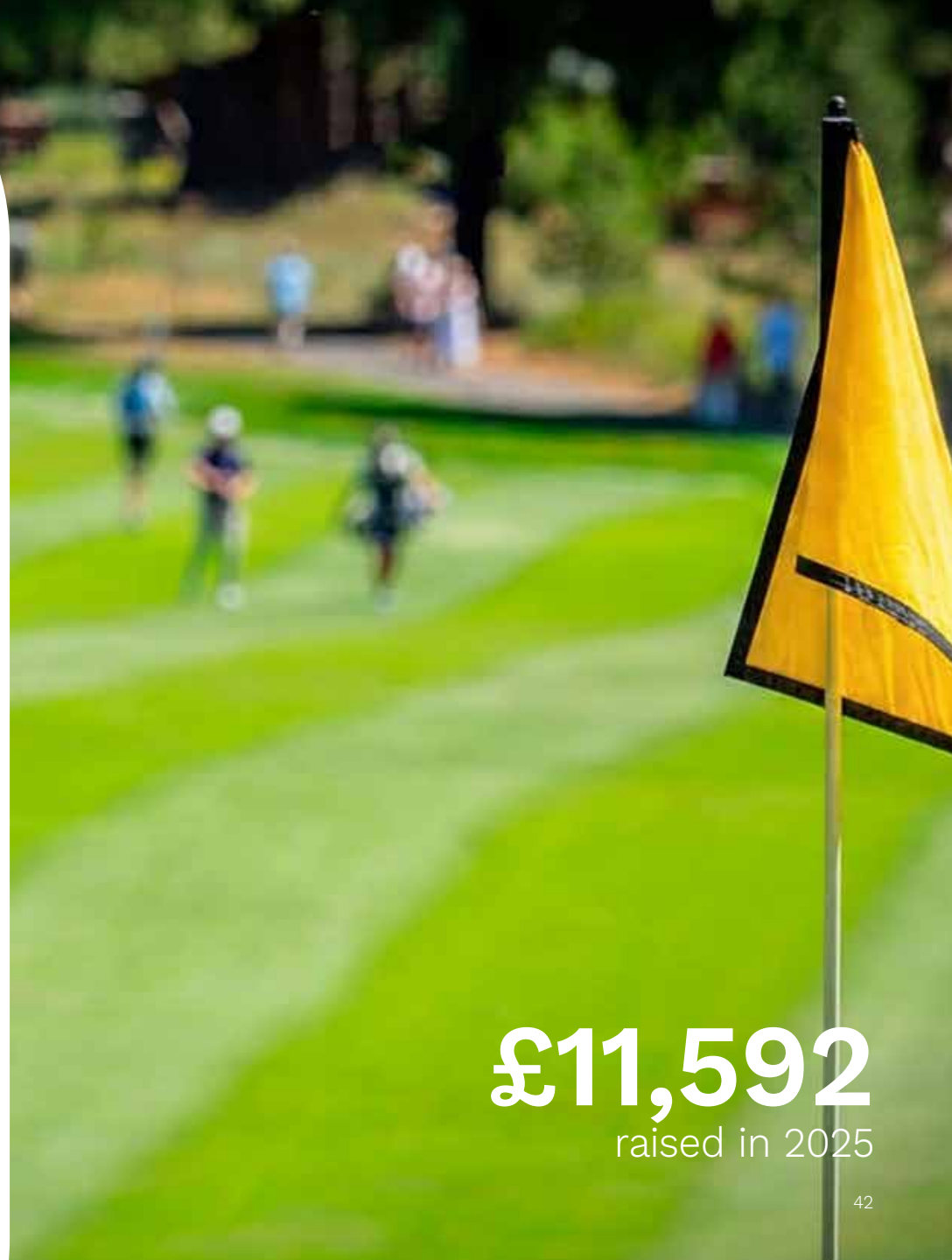
Completing four rounds of golf and completing a whopping distance of 40km in over 16 hours.

What it means

In 2025, our Charity activity has raised a whopping £11,592 which brings us up to £95k

These donations could be used for one of:

- 15 Months full-time Macmillan Nurse
- 212 Hours of the Macmillan Support Line
- 5 Months of the online community forum
- 195,971 People affected by Cancer in the UK helped.



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Responsible business

Connecting with communities

Other meaningful causes

Outside of our official charity partner, we encourage our people to participate in any other meaningful causes close to their heart.

The Meeting Marchers

In September 2025, 14 colleagues from our venue find teams ‘The Meeting Marchers’ joined forces for a challenging trek across the Peak District, culminating in scaling the 517 metres up Mam Tor.

Despite the unpredictable weather and varied terrain on the day, the groups enthusiasm was infectious, fostering a spirit of teamwork and positivity.

The challenge not only exceeded targets but strengthened team bonds and raised vital funds for an industry cause.

Helpful elves

Ready for Christmas, in November our merry band of elves set up workshop in our Derby office. They packed up 71 boxes with all of the wonderful donations from colleagues and families designed to give comfort and joy to those who need it most.

This was an initiative with Teams4U, a global charity dedicated to empowering communities and transforming lives through Education, Health and Humanitarian Aid.

The boxes were delivered to Ukraine, Moldova and other countries in Eastern Europe.

> *“It was a great day, and I loved sharing my passion for hiking. Getting out in nature, whether for a short or long walk, benefits both mental and physical wellbeing, and raising money for charity made it even more worthwhile.”*

Nicola Johnson



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Responsible business

Connecting with communities

Strengthening social value

As we strengthen our commitment to corporate responsibility, we're encouraging more employee volunteering and creating greater social value. Every employee receives a community day each year, with many choosing to support local schools, community groups, skills workshops, and more.

Raising barns at Willow Wood Hospice

We spent multiple days across the summer lending a hand in the beautiful gardens at Willow Wood Hospice.



Some of our partners from Enterprise also joined us for the day to deliver a £2,500 donation on Clarity's behalf through their foundation Enterprise Mobility. This money will be spent making the gardens even more wonderful for the residents and their families whilst they receive hospice care at Willow Wood.

Just for Dogs

We had another wonderful visit to Just for Dogs for the fourth year in a row. The team rolled up their sleeves to help clean and tidy the kennels, making sure everything was fresh and comfortable for the residents.

After the hard work, they spent time giving some very deserving furry friends the love, attention, and care they need.

Scropton Horse Centre

Ten brave volunteers, one chilly day, and plenty of DIY spirit! Our amazing HR team headed to Scropton Horse Centre, rolled up their sleeves, and gave the volunteer-run centre some much-needed TLC.



From cleaning and tidying to sprucing up the grounds, they helped transform the space, earning plenty of horse hugs from its charming residents as a reward.

Supporting a monastery in Montenegro



Ten brave One Global's Unity Forums emphasise connection, meaningful experiences and relationship-building - elements aligned with wellbeing within the global TMC and supplier community.

An important part of the forums is networking through shared activities and culturally enriching experiences that support mental and social wellbeing across the community. The Forum also hosted its now renowned CSR activity where all 70+ delegates took part in some back-breaking work in the sunshine to help restore a monastery to its former glory.

Clearing land, painting shutters and fencing, revamping a kitchen area, planting olive trees were just some of the tasks the delegates tended to. An auction of promises at the farewell dinner helped raise thousands of pounds – this and pledges of support from the TMC partners and suppliers was put towards bringing a fresh water supply to the tiny island where the monastery stands.

One Global's visit kickstarted a renaissance on the island which has seen events a number of events take place and One Global remains in contact with the island. The previous year, the CSR project was to help renovate a primary school in South Africa, highlighting how our global community can create positive change wherever we gather.

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Responsible business

Ethical business

Governance, Risk and Compliance

Strong governance, effective risk management and a culture of compliance underpin how we operate. As part of Portman Travel Group, our Governance, Risk and Compliance (GRC) framework provides oversight, accountability and decision-making across the business. It is overseen by the Board and Executive Team, supported by a cross-functional GRC Committee that meets quarterly to review key risks, regulatory obligations and emerging issues.

Risk

Our Enterprise Risk Management (ERM) approach identifies, assesses and manages risks that could impact our people, customers, operations or long-term strategy. Risks are reviewed across the business in line with the Board-approved risk appetite, with defined ownership, mitigation and escalation processes. Key focus areas include information security, regulatory compliance, operational resilience, people, sustainability and emerging technologies.

Assurance is provided through a Three Lines of Defence model, combining operational ownership, independent oversight and external verification through certifications, audits and assurance programmes, including ISO standards, EcoVadis and CDP.

This supports transparency, resilience and continuous improvement while helping meet stakeholder expectations and drive sustainable long-term growth.

2025 highlights

- Quarterly GRC Committee oversight across the Group.
- Enhanced Enterprise Risk Management framework implemented across Portman Travel Group.
- Ongoing monitoring of strategic, operational and emerging risks.
- Independent assurance through ISO certifications, external audits, EcoVadis and CDP disclosures
- Continued focus on compliance, ethical business conduct and organisational resilience.

In numbers

- **4** GRC Committee meetings held annually.
- **93** internal audits completed across the business.
- **13** qualified internal auditors
- **95%** average mandatory training compliance across employees.
- **ISO 9001, 14001, 22301, 20121, 27001 & 27701** certified management systems maintained.
- **72%** Modern Slavery Assessment Tool (MSAT) score achieved.
- **72** EcoVadis score (Bronze Medal, 80th percentile).
- **C rating achieved** through CDP environmental disclosure.

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Responsible business

Ethical business

Governance, Risk and Compliance

Speak up & whistleblowing

We encourage employees, suppliers and other stakeholders to raise concerns about actual or suspected wrongdoing. Reports can be made confidentially through our whistleblowing process, which includes access to a confidential reporting channel , accessible to employees and anyone outside the business who has a concern to raise.

Financial integrity & controls

We maintain a strong framework of financial controls, policies and governance processes to support ethical business practices and safeguard the integrity of our operations. Clarity operates a zero-tolerance approach to bribery, corruption, fraud and tax evasion.

During 2025, we reviewed and updated our Anti-Fraud, Bribery and Corruption Policy to reflect current legislation and best practice, covering areas such as conflicts of interest, gifts and hospitality, record keeping and financial crime prevention.

Transparency is supported through our Gifts and Hospitality Policy & Register, which records reportable gifts, hospitality and charitable donations and helps ensure potential conflicts of interest are appropriately identified and managed. Our financial reporting, systems and controls are subject to ongoing internal review and independent external audit, providing assurance over the effectiveness of our control environment and supporting compliance with legal and regulatory requirements.

All employees complete mandatory financial crime training (compliance rate of 92.57%), with role specific staff undertaking Tax Evasion training (with a compliance rate of 88.89%), both courses include a skills check assessment to achieve a pass grading.

All staff have access to relevant policies through our central Policy Hub and our Tax Strategy is available to view publicly.



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Responsible business

Ethical business

Governance, Risk and Compliance

Modern slavery

As part of Portman Travel Group, we complete an annual Modern Slavery Assessment to inform our approach to risk management and continuous improvement. Key actions delivered during 2025 included:

- Updating our modern slavery training programme to reflect ten years of learning since the introduction of the Modern Slavery Act, including enhanced guidance on identifying indicators of exploitation with a 94.17% compliance rate.
- Strengthening whistleblowing arrangements through the introduction of an externally accessible reporting channel, with no disclosures made in 2025.
- Reinforcing recruitment, right-to-work and due diligence controls.

During the year, we achieved a score of 72% in the UK Government's Modern Slavery Assessment Tool (MSAT) and developed a five-year improvement plan to address identified opportunities to strengthen our controls.

Engaging our supply chain

We are committed to working with suppliers that share our values and uphold high standards of ethical conduct. In 2025, we reviewed and strengthened our Supplier Code of Conduct, expanding its scope to include event and marketing suppliers as well as a broader range of accommodation partners.

The Code sets out our expectations in areas including human rights, labour standards, environmental responsibility, ethical business practices and the prevention of modern slavery and human trafficking. We continue to request all Tier 1 suppliers to formally acknowledge and adhere to these standards as part of our supplier governance approach.



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Responsible business

Ethical business

IT Compliance

Data Protection and Privacy

Protecting customer and employee data is a top priority. We take a proactive approach to information security, with robust systems, policies, and procedures in place to safeguard sensitive information across all areas of our business.

We're proud to be ISO 27001 certified, reflecting our commitment to the highest standards of information security through an internationally recognised framework. All employees complete mandatory training on ISO 27001 and data protection to raise awareness and ensure everyone is engaged in maintaining our standards.

We maintain a central technology and data security risk register in line with ISO guidelines. Risks are RAG-rated and assessed against the CIA triad, with controls and residual risks calculated accordingly. Registers are reviewed at least quarterly, with any critical risks escalated to the executive team.

We maintain a matrix of all sub processors that process personally identifiable information on Clarity's behalf.

They are subject to pre-engagement diligence checks and ongoing review after appointment; our cyber insurance policy mandates rolling assurance monitoring, including any certification frameworks they adhere to and the status of contractual and data processing agreements in place between us.

View our sub-processors

Accreditations

We hold the following security accreditations:

- Cyber Essentials
- Cyber Essentials Plus
- ISO 27701
- ISO 27001
- Cyber Insurance
- PCI DSS Merchant Compliance

Secure Technology Usage Policy

Our secure technology usage policy ensures that all data controlled and/or possessed by Clarity as well as all assets and systems owned or operated by Clarity are protected.

Every employee is required to read the policy in full and agree adherence to the policy. This ensures that employees are safeguarded and we maintain compliance with legal requirements.

AI

AI technology is transforming every aspect of business and society, creating new opportunities and challenges for organisations. However, AI also poses significant risks and ethical dilemmas. It's important that at Clarity, we are making the most out of AI to supercharge our work whilst being responsible with both data and the environment.

Our AI principles have been developed by our in-house AI Business Partner.

Environmental Impact and AI

AI feels effortless, but it relies on physical resources. Understanding that helps us choose when it genuinely adds value.

Data, Privacy and Compliance

We handle data with care and purpose. Clear standards and controls such as our Group AI policy and FAQ document help us use AI safely, responsibly, and in line with our legal and regulatory obligations.

Risk, Security and Oversight

Defined guardrails help protect people, systems, and data as risks evolve.

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Responsible business
Ethical business

Business Continuity

Business continuity refers to the ability to maintain critical business functions, minimise disruption and resume normal operations with minimal downtime when a crisis happens.

Our business continuity and disaster recovery strategy focus on addressing the five key areas detailed below.

1. Robust and secure processes, and system design with the intention of resilience-to and recoverability from any incident.

2. Maintaining awareness of Business Continuity and Disaster Recovery.

3. Processes and resources to facilitate prompt recovery from incidents.

4. Minimising loss of operational processes by applying flexible working practices, pending a resolution of an incident.

5. Maintaining client and supplier confidence with timely and appropriate communications through defined procedures, responsibilities, and frequencies to contact/update.

We have comprehensive processes in place to ensure business continuity and disaster recovery.

Plans are accredited to ISO22301 standard to ensure consistency and impartiality.



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Responsible business

Ethical business

Gifts and hospitality

Gifts and hospitality refers to any item of value, service, favour or benefit offered, given or received in connection with business activities.

Given the nature of the travel industry, we do receive gifts from suppliers from time to time. All gift and hospitality is recorded on the gift and hospitality register including charity donations. The register is used for pre-approval should the
item require it as well as for transparency and monitoring purposes.

Where possible, we use gifts from suppliers as prizes in our fundraising activities for example the company conference tombola and raffle for Macmillan.

Lobbying and political engagement

As a business, Clarity does not make any political donations or engage in any form of lobbying.

We maintain strict neutrality in all political matters and ensure that no company funds, resources, or activities are used to support political parties, candidates or campaigns.

Anti-fraud and corruption

Clarity takes a zero-tolerance approach to bribery and corruption and is committed to acting professionally, fairly and with integrity in all its business dealings and relationships.

In 2025, we reviewed and updated our anti-fraud, bribery and corruption policy at group level. This policy ensures that we comply with the Fraud Act 2006 and the Bribery Act 2010 and covers fraud, conflict of interest, record keeping, the prohibition of facilitation payments, fair competition and gift and hospitality.

Engagement

All staff complete financial crime training and have access to all our financial control policies through a centralised policy hub.

Taxation

Tax evasion mandatory training 88.89%.

Read more about Portman Travel Group's tax strategy.

Finance audit controls

The financial reporting, processes and controls are subject to continuous independent review at all stages of the financial year.

External auditing partners perform audits and reviews each quarter-end and year-end, providing assurance over all aspects of financial control and reporting. Internal auditing providers complement external audit procedures, and perform additional assessments of processes, internal systems, and policy to ensure the business maintains a robust control environment.

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Responsible business
Ethical business

Internal audit team

Our internal audit team includes a mix of employees who carry out audits as part of their core role, alongside others who support our ISO accreditations in addition to their day jobs. All team members are trained, with some holding external qualifications across a range of ISO standards.

This approach not only strengthens our audit readiness but also helps employees develop valuable new skills. We're supported by an in-house lead auditor who trains and mentors the team, and we currently have qualified internal auditors for ISO 9001, 27001, 14001 and 45001.

The audit schedule contains internal and external audits covering our certified ISO standards and business-specific processes across Clarity. From these we identified 7 Non-conformances, 109 Observations and 164 Opportunities for Improvement – all of which are actioned and effectiveness reviews completed via our improvement log.

Our audits are planned around our key operations, post implementation reviews of new processes and systems and any risks identified.

> *"Watching our new internal auditors achieve CQI IRCA certification after more than a year of training has been hugely rewarding. Their commitment, professionalism and resilience embody our quality culture, and I'm excited to see the impact they'll make in their new roles."*

Julie Evans, Lead Auditor



93
internal audits in 2025

13
qualified internal auditors

54
good practises awarded

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Confident conversations

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Confident conversations

Our journey to becoming carbon literate

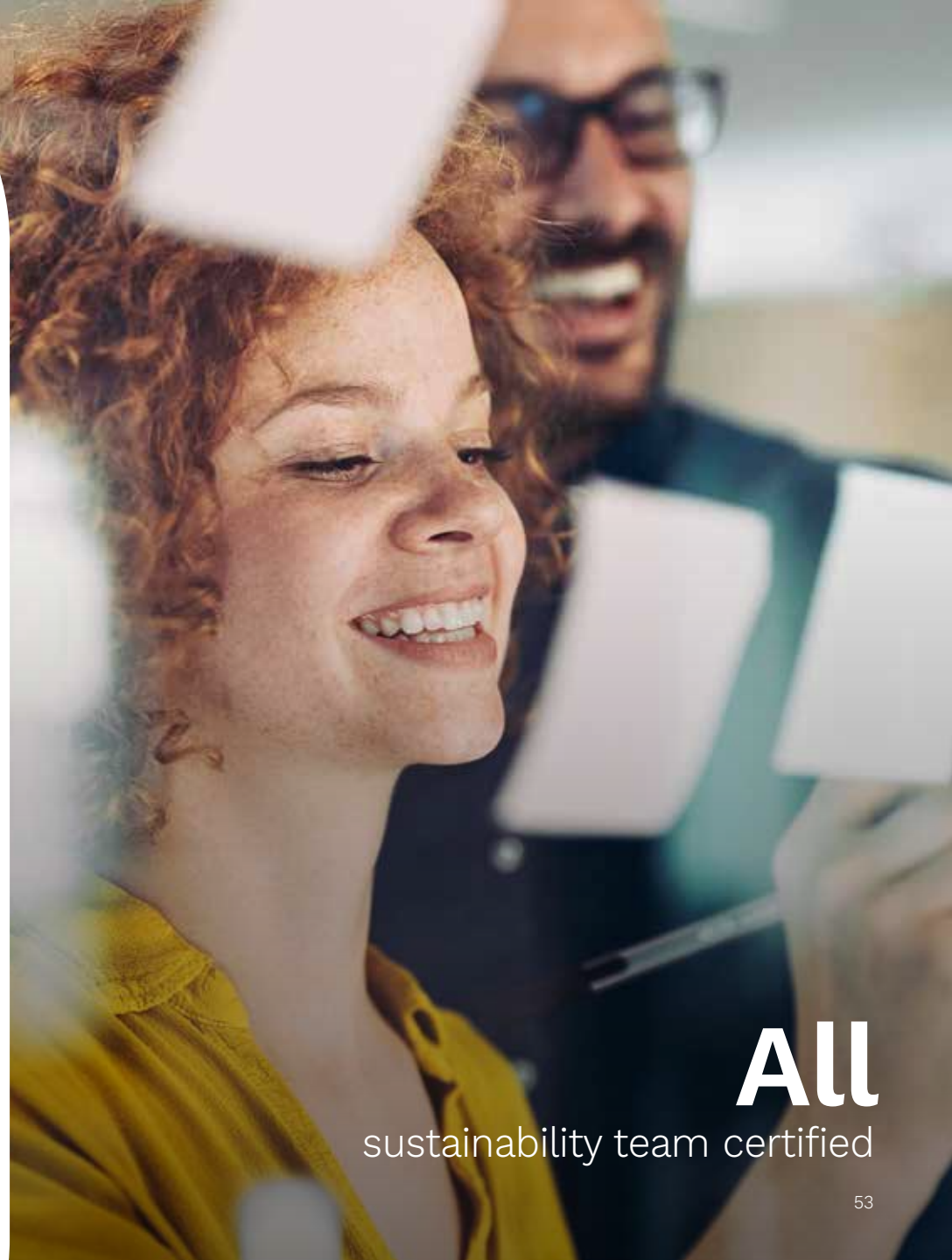
Part of our responsible business strategy is communicating and engaging with our entire value chain. Whether that's through training, networking or workshops, we always want to keep the conversations on sustainability going.

All four of our sustainability team are carbon-literacy certified. In 2025, we decided to start our journey to becoming more carbon literate as an organisation. Our Corporate Responsibility team put together a bespoke course utilising carbon literacy content as well as industry-specific sustainability training for our Brighter Events team.

The team learnt all about the science behind climate change, how sustainability can show up in their role, the future of the travel and events industry and what greenwashing really means.

Following a successful trial of this course, we plan to submit the content to the Carbon Literacy Project for accreditation in 2026 and roll out the course further!

We have also created a lite version of this course as a 90 minute workshop as part of our Elevate programme for managers. This session provides context for managers of our Responsible Business Strategy and why it's important for them and their teams.



All

sustainability team certified

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Confident conversations

Customer first

Customer engagement

Our customers are at the core of everything we do. As a combined business, we manage 800+ customers across the UK and globally with their business travel and meeting requirements. Our customer base varies across all sectors, including government, retail, engineering and legal and they have a key role in shaping our responsible business strategy.

Knowledge Exchanges

These bring together a group of key stakeholders from across our customer base, to share experiences, successes and lessons learnt within their own travel and meetings programme.

Here's some of what we got up to in 2025:

- Rail cost budgeting webinar
- Neurodiversity Round Table session
- Strategic meetings management webinar
- Sustainability webinar
- Travel Policy workshop

Sustainability Network Group

The Sustainability Network Group brings together customers from all different sectors and sizes.

The group was created as a way for us to not only better connect with our customers but to help facilitate open discussions, provide the latest updates both in and out of the business and to listen to the needs and expectations of our customers.

Having launched in July 2025, we've been able to hear great insight into how our customers are trying to navigate sustainability within their organisations. Our second session in December was a key example. A key focus on carbon budgets, meant that we heard from our customers about what they'd ideally like to see within our booking tools and how it'd benefit them in their reporting.



800+
customers

£850m+
spend under management

96
CSAT Score

86
NPS Score

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Confident conversations

Customer first

Customer conference

We hosted our annual customer conference, Connected, in London bringing together our customers, suppliers and people. The event provides a unique opportunity for industry professionals to come together, share insights, strengthen relationships and explore the future of business travel and meetings.

With a packed agenda spanning industry trends, technology innovation and customer experience, Clarity Connected 2025 reinforced the importance of collaboration in an ever-evolving travel landscape. Attendees heard from a range of Clarity experts who shared the latest developments shaping the sector, from emerging business travel trends to the innovative people and technology solutions that continue to drive exceptional customer experiences.

The conference also showcased Clarity's ongoing commitment to helping organisations navigate change and unlock new opportunities through smarter travel, meetings and events management.

A key theme throughout the day was connection. Bringing customers, supplier partners and Clarity colleagues together under one roof created an environment for meaningful conversations, knowledge sharing and stronger partnerships.

The event offered valuable networking opportunities, enabling delegates to exchange ideas, discuss challenges and gain fresh perspectives on the future of the industry.

Supplier partners also play an important role in the event, sharing updates on new products, services and capabilities that will help shape the next generation of business travel solutions. These insights provided attendees with a valuable look at the innovations and developments set to influence the market in the years ahead.

The conference also featured a guest speaker from Ethstat, a social enterprise that helps organisations deliver social procurement through sustainable products and services, including branded merchandise, event supplies and print. Attendees heard how Ethstat reinvests 100% of its profits to support people experiencing homelessness, prison leavers and families living with dementia.

As the business travel industry continues to evolve, events such as Clarity Connected 2025 play a vital role in fostering collaboration, sharing innovation and helping organisations prepare for the opportunities ahead.



180+

customers attended

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Confident conversations

Engaging the industry

We have built a strong and active presence across the business travel industry through participation in a wide range of associations, boards, and advisory groups.

This representation spans leadership roles, specialist committees, and emerging talent initiatives, allowing us to contribute expertise, shape best practice, and stay closely aligned with industry developments.

By embedding our colleagues across these groups, we not only influence the future direction of travel but also bring valuable insight, innovation, and partnerships back into our business.

Spotlights

Chief Technology Officer, Carl Law, was appointed to the Board of Directors at beam, the hospitality and events association. Carl's appointment reflects our ongoing commitment to shaping the future of our industry through innovation and collaboration.

Chief Growth Officer, Donna Fitzgerald was appointed as a Director on the Business Travel Association (BTA) Board. In her new role, Donna champions the needs of TMCs, our customers and their business travellers, ensuring their voices are heard as we work with the BTA to shape the future of our industry.

Chief Executive Officer, Pat McDonagh joined a powerhouse panel at the beam & Meetings Industry Association ESG Summit, giving a talk on ESG as a business strategy – profitability, resilience and brand value.

Director of Corporate Responsibility & Sustainability, Kirsty Given, serves as Chair of the BTA Planet Plan Charter Group and is a member of the Planet Plan Council. Through these roles, Kirsty collaborates with industry peers to advance sustainability best practice and support the sector's progress towards a more sustainable future.



10
industry groups represented

26
employees directly involved

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Sustainable solutions

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Sustainable solutions

ClarityGo

ClarityGo is a corporate travel management software platform that helps organisations book travel, manage travel policies, automate approvals and track travel spend in real time. It's the booking tool designed for organisations that need greater control over business travel.

It also empowers users to make more sustainable travel choices by displaying CO_2 emissions at the point of sale, highlighting potential savings when switching to rail, and offering electric vehicle options.

MeetingsPro

Our MeetingsPro technology lets meeting planners search, book, and manage meetings, conferences, and group accommodation - all in one place.

Planners can identify green-accredited venues and access CO_2 emissions reports via a powerful dashboard. With TravelTime API integration, walking times are highlighted to encourage more sustainable travel choices.

Green Health Check

Clarity's Green Health Check was launched in 2025. This service is offered to all new and re-contracting customers. We look at data, practices and policy on sustainability across our customers' travel programmes – from travel avoidance, to examining air and ground transport, with recommendations on how to minimise CO_2. The detailed audit serves as a unique 'temperature check' and generates a range of tips and recommendations that can be evidenced as part of a wider ESG commitment.

Customers can identify key carbon reduction opportunities through a review of their travel policies, CSR, energy and water conservation, and meetings and events policies, determining specific actions and measurable objectives to create tangible changes within their organisation.

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Sustainable solutions

ECOsmart

Designed for the corporate market, the ECOsmart certification - developed by Greengage Solutions - is a leading standard for excellence in environmental and social responsibility.

Every hotel, serviced apartment or meetings venue is stringently audited for their sustainability offering, from carbon reduction and waste management to green meeting packages and food policies.

Bookers can now identify eco-certified properties within ClarityGo and MeetingsPro booking tools, where ECOsmart properties are easy to spot thanks to a digital badge. This allows for informed choices by highlighting hotels that have achieved ECOsmart certification and committed to environmental sustainability.

ClarityInsights

ClarityInsights helps customers to turn data into sustainable action. By highlighting carbon hotspots, tracking emissions by traveller routes and helping customers to identify trends, our powerful reporting suite makes it easier to reduce environmental impact without compromising on productivity.

Whether customers are shaping policy or reporting progress, ClarityInsights offers the visibility and confidence to hit sustainability goals.

Sustainability Consultancy

As a trusted corporate travel partner, Clarity helps clients make more sustainable choices through expert consultancy, particularly during Quarterly Business Reviews.

We focus on actionable changes, like encouraging a modal shift from air to rail, to reduce Category 6 emissions under the Greenhouse Gas Protocol. With data insights and sustainable options embedded in our tools, we support measurable progress toward net-zero targets.

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Expert Connections



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Expert connections

Sustainable partnerships

Greengage

We partnered with Greengage since 2021 on all things Sustainability.

They are a trusted consultancy partner who offer us expert advice on our responsible business strategy as well as our products and services.

Through Eco-smart and training they are supporting us to provide our customers with more sustainable and better-informed choices. In 2025, that important work continued and Clarity even achieved their own ECOsmart for business certification.

Thrust Carbon

We partner with Thrust Carbon to display CO_2 emissions at the point of sale for travel bookings.

Emissions data is sourced from academic research, government publications, and Thrust's own analysis - excluding figures from emitters, which often underreport.

Instead, Thrust uses raw data (like fuel burn) to apply more accurate multipliers, including radiative forcing and localised factors.

Greenly

At the end of 2025, we partnered with Greenly as our new carbon reporting tool.

Greenly supports over 3,000 clients globally with measuring, reducing and reporting greenhouse gas emissions.

We look forward closely with Greenly on our 2025 carbon reporting and SBTi submission.

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Expert connections

Sustainable partnerships

EcoVadis

Our EcoVadis Scorecard

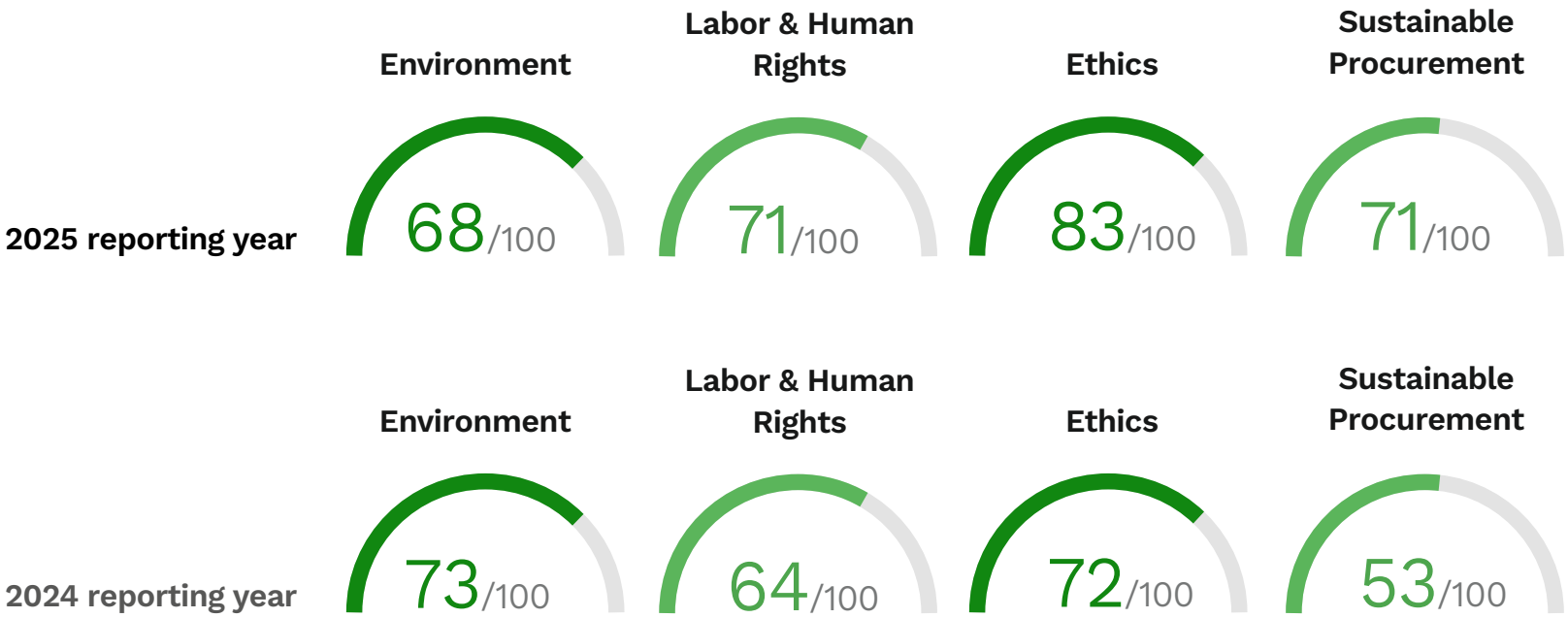
We've been submitting to the external sustainability assurance mechanism EcoVadis since 2021.

Our EcoVadis scorecard allows our customers to access our sustainability rating in four key areas: Environment, Labor & Human Rights, Ethics and Sustainable Procurement.

Our current rating is Bronze at a score of 72 which is a 6 point increase from last year.

Scan here to view our EcoVadis scorecard





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Expert connections

Carbon disclosure project

Carbon Disclosure Project (CDP) is a global non-profit that runs the world's only independent environmental disclosure system. They play a critical role in helping companies move from transparency to action.

The data they collect helps manage increasing risks as a result of climate change, the impacts of more sustainable practices and their effect on business models and returns on investment.

In 2025, Clarity voluntarily disclosed as a corporate for the first time. In 2024, we disclosed as an SME.

Submitting as a Corporate meant we had to answer an extended set of modules in the full questionnaire.

We scored a C compared to our SME B score in 2024. We are proud of our progress we've made with the extended scope covered by the Corporate questionnaire.



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Brighter

Specialist event services

Brighter delivers events, conferences and incentive programmes for customers across a range of sectors. The team works in partnership with customers to plan and manage every stage of an event, from venue sourcing and event design to logistics, production, AV, digital platforms and delegate management.

Working alongside internal event teams where needed, Brighter takes a collaborative and practical approach to delivery, helping customers create engaging experiences that support their objectives and bring people together.

In 2025, Brighter introduced EventSmart in partnership with Greengage. The tool helps customers understand the environmental impact of their events through clear reporting and insights, supporting informed decision-making and identifying opportunities to reduce emissions and improve sustainability outcomes.

We've been recognised...

- Won Event of the Year at the miaList Awards for the One Global Unity Forum in Montenegro.
- Received a Silver Award in the Event Management Company category at the Greengage Sustainability Awards 2025.
- Named in micebook's Power30 Most Sustainable Agencies line-up for 2025.



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One Global

Worldwide capability

Clarity is a co-founder of One Global, a global travel management community that brings together travel management companies and supplier partners to support customers operating across multiple markets.

Built on collaboration and shared expertise, One Global combines local market knowledge with global reach. Its community of 21 members provides coverage across 90 markets, helping customers deliver consistent travel programmes while maintaining an understanding of local requirements and regional differences.

The community supports customers through a range of travel management services, including hotel programmes, traveller tracking, air content, mobile tools and meetings management. Members work together to provide a coordinated approach and consistent service experience across markets.

Sustainability is an important part of the support One Global provides to customers. Through its sustainability framework, customers can access reporting, policy controls, data insights and eco-certified accommodation options to help them track progress against their environmental goals.

One Global's partnership with Greengage provides customers with access to independently verified sustainability information and impact reporting across their travel programmes.

Find out more - Montenegro

Looking ahead for 2026



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Clarity Nordics

Local insight

Clarity Nordics is the Nordic division of Clarity Business Travel. As part of one of the UK's leading travel management companies, we combine local expertise with global capabilities to deliver efficient, sustainable and traveller-focused business solutions.

We support organisations through travel management, online booking technology, traveller safety services, data reporting and strategic travel programme development. Sustainability remains central to both our operations and customer offering.

Throughout 2025, Clarity Nordics continued to strengthen its environmental performance in line with the wider Clarity sustainability strategy.

Key achievements included:

- Achieving ECOsmart Certification through Greengage (18 November 2025).
- Signing The Conscious Pledge through Greengage (26 November 2025), reinforcing our commitment to reducing single-use plastics.
- Further embedding environmental management processes aligned with ISO 14001 principles.
- Supporting a paperless working environment through digital-first processes and documentation.
- Extending the lifecycle of technology through the use of refurbished iPhones supplied by Refurbly.
- Working closely with the wider Clarity Group to maintain consistent environmental standards, reporting and continuous improvement.

As our business grows, we remain focused on reducing our environmental impact and contributing to a more sustainable travel industry.

We also recognise that sustainability extends beyond environmental responsibility and includes supporting local communities. In December 2025, team members volunteered with Skåne Stadsmission's Christmas Gift Shops in Malmö, helping prepare the shop, organise donations, support visitors and wrap gifts for families experiencing social and economic hardship.

Supporting customers on their sustainability journeys remains an important part of our service offering.

Clarity Nordics provides:

- Travel reporting solutions that support sustainability objectives and reporting requirements.
- Carbon emissions reporting and travel data insights to help customers understand and manage travel-related impacts.
- Access to sustainable travel policy guidance and best-practice recommendations.
- Collaboration with technology partners and the wider Clarity Group to enhance sustainability reporting and traveller decision-making tools.

Looking ahead, we continue to explore new reporting capabilities and functionality to help customers make more informed, data-driven sustainability decisions.

clarity | nordics

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Clarity Entertainment & Media

Be free to entertain the world

Clarity Entertainment & Media is the specialist travel management division of Clarity Business Travel, dedicated to supporting the unique travel and logistics requirements of the TV, film, media, production, music, touring, fashion and arts industries.

Launched in 2025, the division combines industry expertise with Clarity's global travel capabilities to deliver tailored, high-touch solutions for complex and fast-moving projects.

Services include travel booking, tour and production logistics, specialist transport, charter services, venue sourcing, equipment transportation support, carbon reporting and 24/7 traveller assistance, enabling creative teams to focus on delivering world-class productions and events.

Albert

BAFTA Albert provides practical tools, standards and certification that supports the film and TV community in making more sustainable choices.

Since February 2025, we have been listed in the BAFTA Albert Supplier Directory.

The directory is designed to support the rapid decarbonisation the entertainment & media industry needs by bringing together production teams and broadcasters with suppliers. Each supplier is independently vetted, against industry sustainability backed criteria.

Wildscreen

As the official travel partner to Wildscreen, we support one of the world's leading conservation charities and the wider wildlife film and television community. Wildscreen uses the power of storytelling to connect people with nature and hosts the Wildscreen Festival, the world's largest wildlife film and TV gathering, bringing together more than 2,000 delegates from over 60 countries.



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Appendices

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Appendices

Expert connections: Our assurance mechanisms

Solution	Status	Date first obtained	Renewal
EcoVadis EcoVadis is a globally trusted provider of business sustainability ratings with a network of more than 150,000+ rated companies. The sustainability assessment is scored on four key areas: Environment, Labour & Human rights, Ethics and Sustainable Procurement.	**Bronze**	**2021**	**April 2026**
CDP CDP is a global non-profit that runs the world's only independent environmental disclosure system for companies, capital markets, cities, states and regions to manage their environmental impacts.	**SME B (the highest a company this size can achieve)**	**2024**	**Sept 2026**
Sedex Sedex is a global technology company that specialises in data, insights and professional services to empower supply chain sustainability. They offer a blend of scalable and site-specific capabilities for efficient, in-depth analysis on social and environmental practices globally.	**Renewed 2025**	**2024**	**2026**
Energy Savings Opportunity Scheme (ESOS) ESOS is a mandatory energy assessment scheme for organisations in the UK that meet the qualification criteria.	**Compliant**	**2016**	**2027**
FSQS FSQS-UK&I is a platform that collects and manages supplier data for the UK and Irish financial markets.	**Completed**	**2024**	**2026**
ISO 50001 Energy Management ISO 50001 is an international standard that provides a framework for organizations to establish, implement, and maintain an energy management system to improve energy efficiency and reduce environmental impact.	**Accredited**	**2016**	**2028**
ISO 14001 Environmental Management ISO 14001 is the internationally recognised standard for environmental management systems (EMS). It provides a framework for organisations to design and implement an EMS, and continually improve their environmental performance.	**Accredited**	**2005**	**2028**

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Expert connections: Our assurance mechanisms

Solution	Status	Date first obtained	Renewal
ISO 20121 Sustainable Events ISO 20121 is an international standard that provides a framework for organizations to manage sustainability in event planning and execution, helping to reduce environmental, social, and economic impacts.	**Accredited**	**2025**	**2026**
Mental Health at Work Commitment A commitment in line with Mind providing a framework to achieve better mental health outcomes at work.	**Committed & action plan in place**	**2022**	**Ongoing action plan**
Charter for Employers Positive About Mental Health The Charter for Employers Positive About Mental Health is about recognising those employers who are committed to supporting the mental health of their staff	**Committed**	**2018**	**Ongoing**
Disability Confident Employer A Disability-confident employer is one that has made a commitment to providing equal opportunities to people with disabilities. It also means that they are part of the Disability Confident Scheme, a government-backed initiative in the UK aiming to promote workplace inclusivity.	**Committed**	**2018**	**2027**
Achilles Achilles is a supplier pre-qualification and risk management accreditation that demonstrates a company has been independently assessed for areas such as health and safety, sustainability, quality, and compliance.	**Accreddited**	**2008**	**2026**
Cyber Essentials Cyber Essentials is a UK government-backed certification that verifies an organisation has implemented key cybersecurity controls to protect against common cyber threats.	**Accredited**	**2016**	**2027**
Cyber Essentials Plus Cyber Essentials Plus is an advanced level of the Cyber Essentials certification that includes independent technical testing to verify that an organisation’s cybersecurity controls are operating effectively against common cyber threats.	**Accredited**	**2022**	**2027**

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Expert connections: Our assurance mechanisms

Solution	Status	Date first obtained	Renewal
ISO 27001 ISO 27001 is the international standard for Information Security Management Systems (ISMS), helping organisations protect sensitive information through a structured risk-based approach.	**Accredited**	**2016**	**2028**
ISO 27701 ISO 27701 is an extension to ISO 27001 that provides a framework for managing personal data and demonstrating compliance with privacy and data protection requirements.	**Accredited**	**2025, however Clarity previously held BS10012 since 2019**	**2028**
ISO 9001 ISO 9001 is the internationally recognised standard for Quality Management Systems (QMS), focused on consistently delivering products and services that meet customer and regulatory requirements.	**Accredited**	**2006**	**2028**
ISO 22301 ISO 22301 is the international standard for Business Continuity Management Systems (BCMS), helping organisations prepare for, respond to, and recover from disruptive incidents.	**Accredited**	**2019**	**2028**
ECOsmart for Business ECOsmart for Business is Greengage's sustainability certification programme for travel management companies, event agencies and other sustainability-focused organisations, providing an independent assessment, tailored improvement roadmap and recognised certification to demonstrate and strengthen their commitment to sustainable business practice.	**Accredited**	**2025**	**2026**
Social Enterprise UK Social Enterprise UK Supporter Membership demonstrates our commitment to supporting the growth and impact of social enterprises across the UK and connecting with a network dedicated to creating positive social change.	**Supporter member**	**2025**	**2026**

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Appendices

UN Sustainable Development Goals

UN SDG	Key Progress (Narrative)	KPI's (2025)	Next Steps
SDG3 - Good Health and Wellbeing	We continue to prioritise the health, safety and wellbeing of our people through a proactive and supportive approach. Our employees have access to a 24/7 Employee Assistance Programme, dedicated mental health support, and initiatives led by our Healthy Space team. During 2025, we delivered a range of wellbeing activities, including awareness campaigns, workplace challenges, and enhanced benefits such as cancer support services. Our strong health and safety culture is reflected in low incident levels and high training compliance.	• 1 accident, 0 RIDDORs • 93.10% H&S training compliance • 10 mental health first aiders • 2/6 Mental Health at Work actions completed	We will align to ISO 45001, introduce a formal health & safety committee, and expand manager capability in supporting wellbeing. We will continue delivering our Mental Health at Work commitment and enhancing engagement across our wellbeing programmes. • Create Health and Safety Committee in 2026. • Organise a minimum of 15 wellbeing events in 2026
SDG4 - Quality Education	We are committed to continuous learning and development, ensuring our people have the skills to grow and succeed. In 2025, we delivered over 9,500 hours of training and maintained high compliance across mandatory modules. Our Talent Academy supports future leaders, while our apprenticeship programmes and partnerships with schools and colleges help us build both internal capability and external talent pipelines.	• 9,550+ training hours delivered • ~95% mandatory training compliance • 14 apprentices enrolled • £85,792 invested in apprenticeships • 7 promotions via Talent Academy	We will expand our apprenticeship programmes through the Co-op Levy scheme, introduce a new apprentice cohort in 2026, and continue strengthening leadership development and external education partnerships. • Launch new apprenticeship cohort in 2026 • Achieve an average of 90% mandatory training compliance
SDG8 Decent Work and Economic Growth	We are focused on creating a positive, inclusive and high-performing workplace that supports sustainable growth. Our workforce of 902 employees benefits from flexible working, with over three quarters working remotely or in hybrid models. We invest heavily in our people through pay, benefits, development opportunities, and inclusive recruitment practices, ensuring all candidates are supported throughout the hiring process.	• 902 employees • 76% hybrid/remote workforce • £388m revenue • £77.1m employee wages • 100% candidates offered adjustments • 24 internal offers made	We will continue strengthening talent pipelines, enhancing recruitment practices, and increasing internal career progression to support long-term growth and employee engagement.
SDG10 - Reduced Inequalities	We are working to create an inclusive and equitable workplace where everyone feels valued and supported. In 2025, we strengthened our Equality, Diversity & Inclusion approach through updated policies, mandatory training, and targeted initiatives such as neurodiversity awareness programmes and inclusive workplace tools. Our progress is also reflected in improved gender representation at leadership level.	• 95% D&I training completion • 42 managers trained in neurodiversity • 57% female exec representation • 0 discrimination incidents reported	We will improve diversity data capture and target 50% completion of our diversity data questionnaire. We will continue to embed inclusive practices and expand programmes that support underrepresented groups. • Increase voluntary diversity survey completion to over 50%

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UN Sustainable Development Goals

UN SDG	Key Progress (Narrative)	KPI's (2025)	Next Steps
SDG12 - Responsible Consumption and Production	We are embedding responsible consumption across our operations by making more sustainable choices in our supply chain and reducing our environmental impact. In 2025, we transitioned to a small selection og lower-carbon and socially responsible facilities suppliers within our offices and strengthened our Supplier Code of Conduct to include environmental and social standards.	• 100% Supplier Code of Conduct rollout to Tier 1 suppliers • Key sustainable supplier switches implemented	We will introduce enhanced responsible procurement policies alongside supplier risk and assessment tools. This will be completed at Group level by our parent company Portman Travel Group. • Completion of the odern Slavery Assessment Tool (MSAT)
SDG13 - Climate Action	We recognise our responsibility to address climate change and have taken meaningful steps to reduce our environmental impact. In 2025, we committed to setting Science Based Targets, increased our use of renewable energy, and introduced initiatives such as our electric vehicle salary sacrifice scheme. We have also invested in training to build awareness and capability across our organisation.	• SBTi commitment made • 79% renewable energy usage • 18 tCO_2 reduction via EV scheme • 481,393.98 kWh total energy use • 100% LED/PIR coverage	We will submit our near-term targets to SBTi, implement sub-metering across our sites, develop a biodiversity plan, and continue reducing emissions through energy efficiency and renewable energy adoption. • Reach 100% installation of sub meters in offices by 2026 • 42% reduction in Scope 1 and Scope 2 by 2030 • Achieve Net Zero across all scopes by 2050 • Remove all cars from company fleet by 2027 • Create waste baseline in 2026
SDG17 - Partnerships for the Goals	We believe collaboration is key to driving meaningful change, and we actively work with our customers, suppliers, and partners to deliver positive impact. In 2025, we strengthened partnerships with organisations such as Greengage and Greenly, expanded our customer sustainability network, and continued our community engagement through fundraising, volunteering, and industry collaboration.	• 800+ customers • £95,015 raised for charity • 11.07% employee volunteering rate • 20 charities supported • 10+ industry groups represented	We will deepen engagement with our value chain to support science-based targets, expand our customer sustainability forums, and increase collaboration through joint initiatives such as corporate volunteering and industry partnerships. We will also continue to support Social Enterprise UK as well as contributing to Siemans SCM UK Buy Social challenge. • Achieve 20% of employees using their community day in 2026 to volunteer • Reach £100,000 fundraising target for Macmillan by July 2026

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Appendices
External links

Description	URL
Carbon PPN Report	https://www.claritybusinesstravel.com/legals-info/carbon-reduction-plan
Gender Pay Gap Report	https://www.claritybusinesstravel.com/legals-info/gender-pay-reporting
Portman Travel Group Modern Slavery Statement	https://www.claritybusinesstravel.com/legals-info/modern-slavery-statement
Portman Travel Group Tax Strategy	https://www.claritybusinesstravel.com/legals-info/tax-strategy

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GRI

GRI Standard	KPI Name	Unit of Measurement	2025
GRI 302: Energy	Electricity Consumption (offices, facilities, vehicles)	Megawatt-hours (MWh) or kWh	481393.98 kWh
GRI 302: Energy	Energy consumption within the organization - Energy consumption intensity per sqft	Megawatt-hours (MWh) or kWh	10.36 kWh sqft
GRI 302: Energy	Reduction / Increase of energy consumption YOY	Megawatt-hours (MWh) or kWh	An increase of 96362.8 kWh compared to 2024
GRI 307: Environmental Compliance	Significant Fines for Non-Compliance with Environmental Laws	Currency	£0
GRI 307: Environmental Compliance	Number of Non-Monetary Sanctions for Non-Compliance	Number	0
GRI 307: Environmental Compliance	Cases Brought Through Dispute Resolution Mechanisms	Number	0
GRI 205: Anti-corruption	Total Number of Operations Assessed for Corruption Risks	%	100%
GRI 205: Anti-corruption	Significant Corruption Risks Identified	Text	None identified
GRI 205: Anti-corruption	Total Number of Governance Body Members Communicated to About Anti-Corruption Policies	Number	21 of out 21. *Clarity's executive team is comprised of 8 people.* *The Group's Governance Risk Compliance committee (GRC) is comprised of 13 people.*
GRI 205: Anti-corruption	Percentage of Governance Body Members Communicated to About Anti-Corruption Policies	%	100%
GRI 205: Anti-corruption	Total Number of Governance Body Members Trained on Anti-Corruption	Number	21 of out 21. *Clarity's executive team is comprised of 8 people.* *The Group's Governance Risk Compliance committee (GRC) is comprised of 13 people.*
GRI 205: Anti-corruption	Percentage of Governance Body Members Trained on Anti-Corruption	%	Executive Team - 100% GRC - 100%

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GRI

GRI Standard	KPI Name	Unit of Measurement	2025
GRI 205: Anti-corruption	Total Number of Confirmed Incidents of Corruption	Number	0
GRI 205: Anti-corruption	Number of Confirmed Incidents Where Employees Were Dismissed or Disciplined	Number	0
GRI 205: Anti-corruption	Number of Confirmed Incidents Where Contracts with Business Partners Were Terminated	Number	0
GRI 205: Anti-corruption	Public Legal Cases Regarding Corruption	Number	0
GRI 205: Anti-corruption	Number of Legal Actions Pending or Completed for Anti-Competitive Behaviour	Number	0
GRI 207: Tax	Tax Approach and Strategy	Text	Further details can be found publicly via: https://portmantravelgroup.com/tax-strategy/
GRI 207: Tax	Tax Governance, Control, and Risk Management	Text	https://portmantravelgroup.com/tax-strategy/
GRI 2-26: Mechanisms for Seeking Advice and Raising Concerns	Describe the mechanisms for individuals raise concerns about the organization's business conduct.	Text	Portman Travel Group has a Whistleblowing Policy and procedure in place (last issued Dec 2025). The policy outlines our encouragement of an open culture and commitment to the effective dealing of any malpractice. Individuals can make disclosures through a dedicated whistleblowing disclosure form and they may choose to disclose anonymously or be identified. In the first instance we encourage our people to raise concerns through their internal line manager, senior management team or HR, either verbally or in writing. We also sign post our people to external sources of support in public interest disclosure matters, however we encourage any disclosures to be raised internally: https://www.claritybusinesstravel.com/legals-info/whistleblowing
GRI 2-26: Mechanisms for Seeking Advice and Raising Concerns	Disclosures can be made anonymously	Yes/No	Yes
GRI 2-26: Mechanisms for Seeking Advice and Raising Concerns	Number of whistleblowing disclosures	Number	0

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GRI

GRI Standard	KPI Name	Unit of Measurement	2025
GRI 401: Employment	Total Number of New Employee Hires During Reporting Period	Number	133
GRI 401: Employment	New Employee Hires by Gender (Male, Female, Other)	Number	Male - 49 Female - 84
GRI 401: Employment	New Employee Hires by Region/Country	Number	UK - 133 Europe - 0 International - 0
GRI 401: Employment	Total Number and Rate of Employee Turnover	Number and %	21.57%/188
GRI 401: Employment	Employee Turnover by Region	Number and %	21.57% UK
GRI 403: Occupational Health and Safety	Statement of Whether an OH&S Management System Has Been Implemented	Yes/No	Yes
GRI 403: Occupational Health and Safety	Percentage of Workers Covered by OH&S System	%	100%
GRI 403: Occupational Health and Safety	Number of Deaths from Work-Related Injury	Number	0
GRI 403: Occupational Health and Safety	Rate of Deaths from Work-Related Injury	Rate per 200,000 hours	0
GRI 403: Occupational Health and Safety	Number of High-Consequence Work-Related Injuries	Number	0
GRI 403: Occupational Health and Safety	Rate of High-Consequence Work-Related Injuries	Rate per 200,000 hours	0
GRI 403: Occupational Health and Safety	Number of Recordable Work-Related Injuries	Number	1
GRI 403: Occupational Health and Safety	Number of Hours Worked	Total hours	911,729

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GRI

GRI Standard	KPI Name	Unit of Measurement	2025
GRI 403: Occupational Health and Safety	Number of Deaths from Work-Related Ill Health	Number	0
GRI 403: Occupational Health and Safety	Number of Recordable Work-Related Ill Health Cases	Number	0
GRI 404: Training and Education	Average compliance rate for mandatory training (total % for all courses classed as mandatory)	%	96%
GRI 404: Training and Education	Percentage of Employees Receiving Regular Performance Reviews	%	100%
GRI 405: Diversity and Equal Opportunity	Full Time vs Part time	%	Full Time 82.98% Part Time 17.02%
GRI 406: Non-discrimination	Total Number of Incidents of Discrimination During Reporting Period	Number	0
GRI 406: Non-discrimination	Status of Incidents and Actions Taken	Text/Number by status	0
GRI 415: Public Policy	Total Monetary Value of Political Contributions	Currency	£0
GRI 415: Public Policy	Contributions by Country and Recipient	Currency by country/recipient	£0
GRI 416: Customer Health and Safety	Total Number of Incidents of Non-Compliance with Health and Safety Regulations	Number	0
GRI 416: Customer Health and Safety	Incidents Resulting in Fine or Penalty	Number	0
GRI 416: Customer Health and Safety	Incidents Resulting in Warning	Number	0
GRI 416: Customer Health and Safety	Incidents of Non-Compliance with Voluntary Codes	Number	0

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If you would like further information about what we've done or what we're doing to be a responsible business, please get in touch with us.

CR@claritybt.com

We listen. We adapt. We deliver.
claritybusinesstravel.com

0800 7311 627
hello@claritybt.com

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Registered office: 4th Floor, Broadhurst House, 56 Oxford Street, Manchester, M1 6EU