



Building a Legacy ESG Impact Report



1 March 2022 – 28 February 2023

transparency

transformation • partnership • clarity

Contents

- 3 Welcome
- 4 About Transparency
- 9 Environmental legacy
- 16 Social responsibility
- 25 A legacy in governance
- 30 Conclusion



Letter from our Chairman and our CEO

We are delighted to share our second ESG Impact Report covering the year up to end of February 2023 and once again produced in partnership with Sustainable Advantage. This report clearly shows our continued progress and the hard-work and commitment of our outstanding people, as we continue to build an organisation to be proud of.

This year, we have improved our ESG rating to 'ESG Excellent' and done so during a year of continued growth for our business.

Our Winning From Anywhere® approach has continued to flourish, enabling us to attract, retain and develop great teams. This approach has also enabled us to significantly reduce our commute and office usage, reducing our energy needs and reducing our environmental impact. In fact, during last year, over 95% of our professional services engagements were delivered through this model.

This enabled us to support the Woodland Trust through our Winning from Anywhere® partnership, funding investments in projects that provide important green spaces and supporting biodiversity.

This year also saw us invest in reviewing our environmental approach even further resulting in us publishing our first ever Net Zero Report, outlining our carbon reduction plan and goal to be Net Zero by 2045. The work achieved in measuring and reducing our carbon emissions has enabled us to achieve carbon neutral status through accreditation with Carbon Neutral Britain™.

We have ambitious goals ahead for the coming year, all outlined in this report as we continue to create a business that is winning for everyone. Each and every stakeholder group, from our incredible employees to our valued customers, our investors and our communities.

We look forward to updating you on our continued progress.

David and Paul



David Jobbins, Chairman



Paul Bolt, CEO

About Transparency

Transparency is more than a technology company. With employees located across the globe, we work hard every day to make a difference, not only for our clients, but for the communities we impact and the world at large.

We are committed to being Microsoft's leading pureplay technology partner. We offer bespoke services with tailored support, advice and solutions to meet each client's needs. We draw on the experience and skills of our employees to continuously streamline and improve our customer's Microsoft Cloud experience. Ensuring optimal efficiency and cost-effectiveness, Transparency strives to ensure every client is utilising their Microsoft Cloud investment to its capacity.

About this report

Commitment to operational excellence is only one of the facets of our company - we also have an unwavering commitment to the planet and its people. In this second annual Environment, Social and Governance (ESG) Impact Report, we are proud to share the progress we have made since our first report. The information disclosed in this report covers the period between 1 March 2022 and 28 February 2023 and shows how committing to ESG goals and embedding ESG values into every aspect of Transparency has become integral to how we conduct business.

The importance of legacy

A legacy is a long-lasting impact that sets an example for others and serves as a guide for future actions and decision-making. Optimising the professionalism of our operations and ensuring a responsible approach to stewardship of the planet is the legacy Transparency strives to build every day. It is an approach we will continue working towards in the years to come.



Foundations of our legacy



There are some things that are constants here at Transparency, ways of life which serve as our operational standards, reflecting the way we conduct business. We have a continuing commitment towards creating and achieving an ESG legacy of which we are proud. These constants include:

Winning from Anywhere®

All of our employees work from home. While the majority of our employees still live in the UK, a number live abroad, allowing them to have both a secure job and an unparalleled life/work balance. We encourage regular team meetings and provide great tools and support to enable connection and collaboration.

Women in Transparency

Our WIT network, standing for both Women in Transparency and Women in Technology, helps bridge the gender gap in the

technology industry. Support for our female employees is strong through meetings, podcasts and discussions. The WIT network has become one of the primary draws for women who seek employment with Transparency.

'Fit to Lead' programme

Our 'Fit to Lead' programme educates leaders on the fundamentals of being a great leader in our organisation. The programme includes coaching sessions, videos, slides and question and discussion sessions. Verified via employee survey results, leaders who have completed the 'Fit to Lead' programme consistently score higher in employee ratings than those who have yet to complete the programme. In the future, we plan to add courses specifically designed for employees who demonstrate future leadership potential.

Transparency TALENTWAVE® Academy

Our TALENTWAVE® Academy offers apprenticeship programmes to new and existing team members. Two current programmes include data analytics and cloud computing, both with a Microsoft focus. We are consistently pleased with both enrolment levels and the quality of the graduates. Many apprentices who have completed an Academy programme have been formally offered a career role at Transparency and are now part of our incredible team.

The Hub

The Hub is Transparency's only physical office space. It serves as a collaborative workspace and is utilised for quarterly in-person training days, team meetings

and social events. The Hub is a special space that offers a comfortable, fun and interactive base for all employees.

An outstanding company to work for – Best Companies 2-star 'Outstanding' rating

We are consistently ranked as one of the UK's top 100 mid-sized companies to work for and one of the TOP 50 Companies in the Technology Sector. This past year, we were awarded a 2-star 'Outstanding' rating and came exceptionally close to achieving a 3-star 'World Class' rating. The improved rating feedback acknowledges the amount of ESG work we have done throughout the year. We believe a 3-star, World Class ranking is in our near future.

Building a legacy

In this report, we are proud to share the successes we have achieved this past year. The following highlights and commitments are a few examples of the actions we have taken that will help get us closer to achieving our goal of leaving a strong and positive operational, sustainable and socially responsible legacy.

Highlights from the past year

Became accredited as a **Real Living Wage** employer 

Established a formal **Impact Committee** 


Established enhanced **wellbeing initiatives** 


Achieved **carbon neutral** status 

Appointed **wellbeing champions** 

Reviewed the **economic value of ESG** to Transparency as a business 

Implemented a **new HR system** 

Increased our engagement with **community partners** 

Calculated our **Scope 1, 2 and 3 emissions** 

Continued commitment to the United Nations Sustainable Development Goals

The Sustainable Development Goals (SDGs), or global 'goals', are a collection of 17 interlinked targets designed to be a "blueprint for achieving a better and more sustainable future for all." The United Nations General Assembly established the SDGs in 2015 with an achievement deadline of 2030.

Last year, Transparity committed to supporting five of the United Nation Sustainable Development Goals (SDGs) we felt were most closely linked to our company ethos. This year, we continued supporting our chosen Goals in a variety of ways.



GOAL 13: Climate Action

Take urgent action to combat climate change and its impacts

GOAL 1: No Poverty

End poverty in all its forms everywhere



GOAL 9: Industry, Innovation and Infrastructure

Build resilient infrastructure, promote sustainable industrialisation and foster innovation

GOAL 5: Gender Equality

Achieve gender equality and empower all women and girls

GOAL 8: Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Contributing to the United Nations Sustainable Development Goals continued



GOAL 1

No Poverty

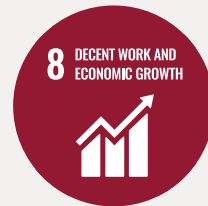
Transparity's engagement with the charity, 'Action for Children' has expanded over the past year. An increased number of our employees have joined committees within Action for Children and participated in volunteer activities to support children and families that live below the poverty line



GOAL 5

Gender Equality

Transparity has seen an increase in female employees within the past year. We have continued to enhance our Women in Transparity brand by partnering with Microsoft to hold TechHer events and by creating and implementing a strategy to increase female participation in the tech sector



GOAL 8

Decent Work and Economic Growth

Transparity has proudly become an official signatory of the Real Living Wage employer scheme. Additionally, we established a new job/pay level framework, created detailed KPIs for every employee, grew our apprenticeship programme and increased the number of skills and financial awareness training modules available to employees



GOAL 9

Industry, Innovation and Infrastructure

The work we do lends itself to supporting innovation and improving technological infrastructure. The nature of our industry encourages our customers to improve their own sustainability performance and reduce their carbon emissions. We plan to continue to support Microsoft and its commitment to continuously improve sustainability initiatives within the technology sector



GOAL 13

Climate Action

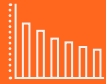
We have calculated our Scope 1, 2 and 3 carbon emissions and established a plan to become Net Zero. We are working to improve energy and waste reduction habits at the Hub and are now contributing to offsetting projects as part of our Carbon Neutral Britain™ accreditation

Environmental legacy

We want to be remembered as a company that helps to improve the sustainability of our planet. Daily efforts help ensure that, as a company, we are doing our best to leave a positive and lasting impact on our environment.

Environmental highlights from the past year

Created a carbon reduction glidepath



Established a strong Impact Committee



Improved energy consumption reduction habits



Achieved carbon neutral status



Tested a trial run to roll out an EV salary sacrifice scheme



Calculated our Scope 1, 2 and 3 emissions



Impact Committee

Our Impact Committee will be the driving force behind all our future ESG plans and projects. We are proud to have created such a robust committee framework. Thanks to the creation of our committee, we expect a cleaner, more streamlined process when making ESG improvements to our company in the months ahead.

Impact Ambassadors are visible throughout the company thanks to specialised badges included in email signatures and profile pictures

Impact Ambassadors serve as the voice of the Committee, taking what is discussed during Committee meetings and sharing it with the rest of the Transparity workforce. They will also be integral in helping the Workstream generate new ESG ideas and initiatives. Impact Ambassadors will be paramount in helping those initiatives come to fruition. In time, Impact Ambassadors will champion different ESG projects within Transparity and serve as liaisons, not only between employees and ESG Workstream members, but between Transparity and outside partners as well.



Impact Committee goals for the coming year

- Share company carbon reduction strategies with employees to help achieve reduction goals set out in the Transparity Net Zero glidepath
- Encourage and facilitate an increased level of community engagement in tandem with high-level clients
- Ensure the Impact Committee reports ESG progress and challenges to the Board at least quarterly
- Specify additional ESG goals to achieve throughout the year and monitor progress



Impact Committee

ESG Workstream

A team of leadership-level employees representing different departments. This team will manage the entire ESG agenda

Impact Ambassadors

Employees who have volunteered to be the functional representatives of the Impact Committee, serving as liaisons and spearheads for projects

Employees

Employees will share comments and suggestions with Impact Ambassadors and Ambassadors will take that feedback to the ESG Workstream

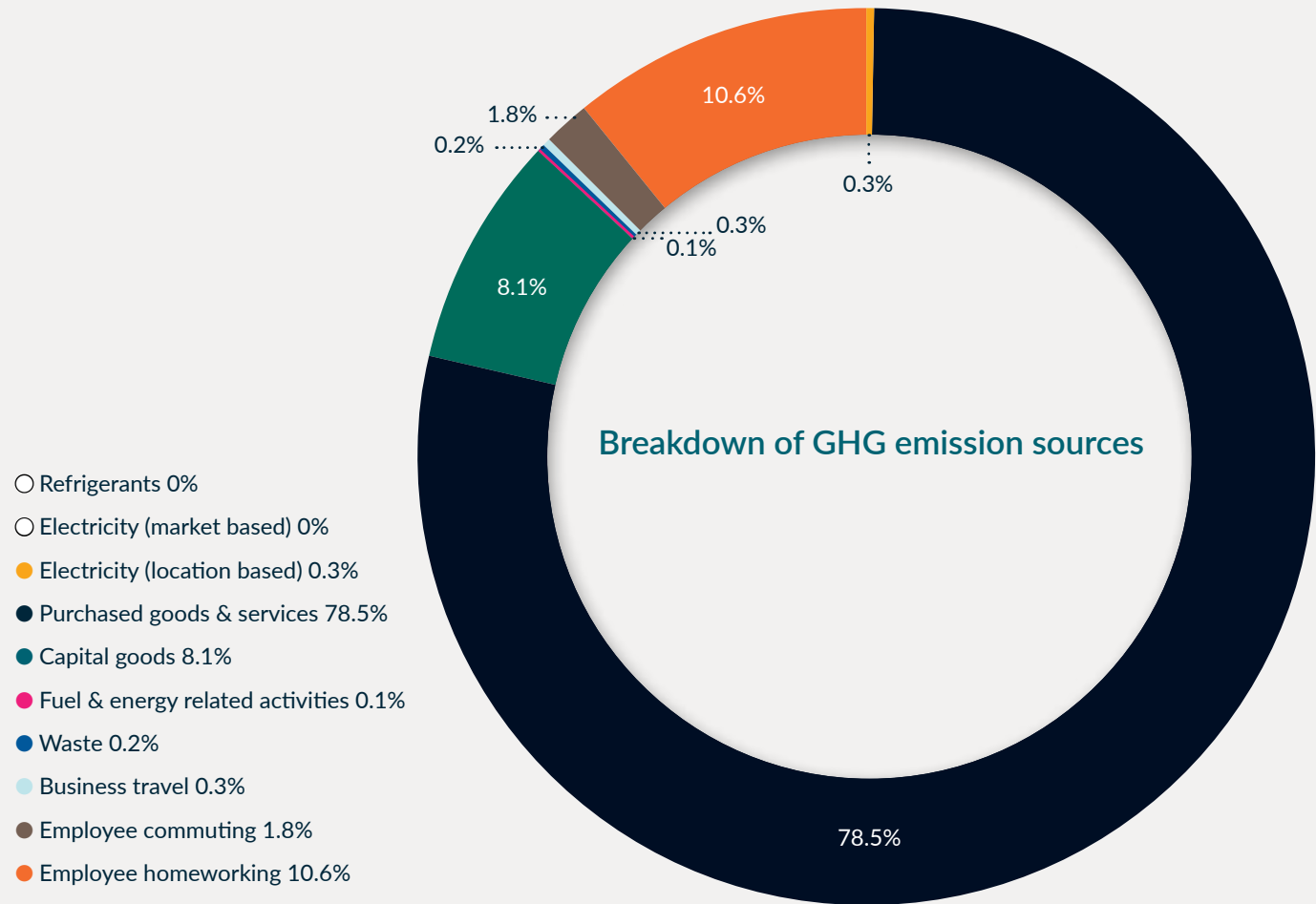
Commitment to Net Zero

We are committed to ensuring that we play our role in working alongside other UK organisations to achieve the UK Government's Net Zero target of at least a 100% reduction in net UK carbon emissions by 2050 for our UK Operations. As such, we are proud to have completed our first Net Zero Report. The Report created a baseline against which we will measure carbon emissions in the years to come. The Report also created a Net Zero Glidepath, allowing us to set carbon reduction goals on an annual basis.

Baseline

Baseline emissions are a record of the greenhouse gases that were produced in a previous year prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured. Transparency has chosen March 2022 – February 2023 as our baseline year.

Transparency's February 2023 baseline carbon emissions footprint is as follows:



Commitment to Net Zero continued



Scope 3: Category 1: Purchased goods and services

Scope 3 emissions are the result of activities from assets not owned or controlled by the reporting organisation, but that the organisation indirectly affects in its value chain.

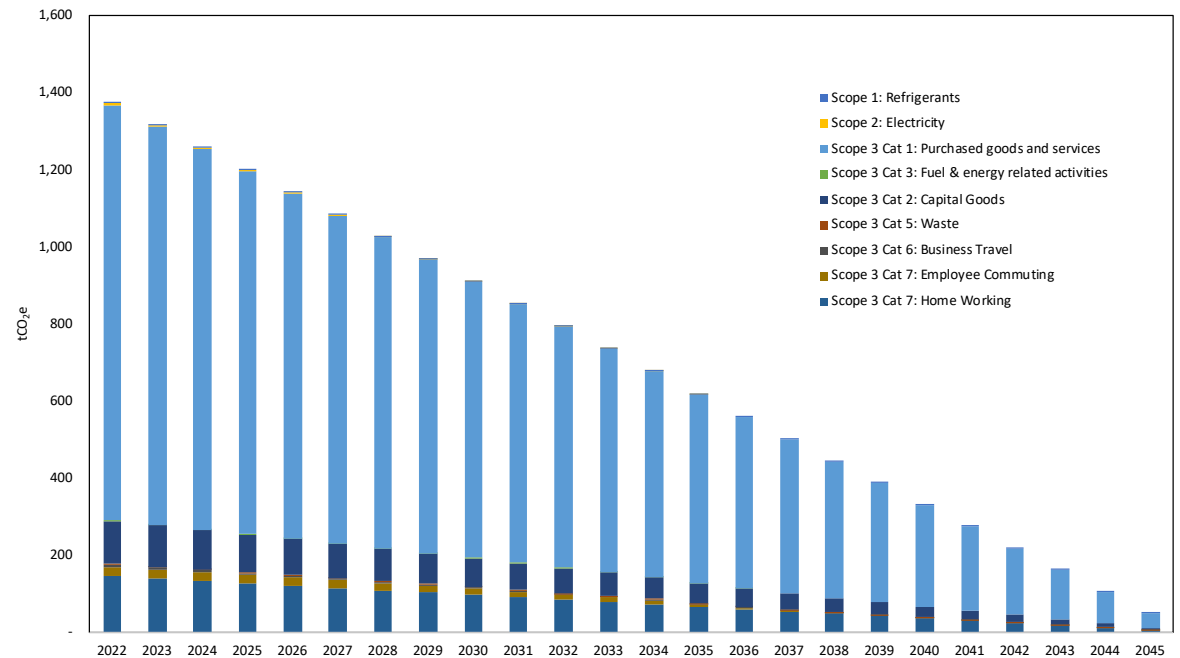
We realise that much of the GHG reductions in this category will happen because of our suppliers reducing their carbon emissions and becoming more carbon aware as the UK progresses towards a Net Zero 2050. However, that does not mean that we will take a passive approach to the category, especially as it accounts for 78.5% of our total emissions. To try and enact positive change on our suppliers we will:

- Analyse our supplier list and consider where more sustainable choices can be made
- Prefer local suppliers where possible
- Engage with tier 1 suppliers to first understand their carbon footprint (Scopes 1 and 2) by sending out carbon surveys
- Be selective about working with sophisticated carbon suppliers, where possible
- Work with and support suppliers to encourage carbon reduction behaviours, reduce their emissions and collaboratively set carbon emissions reductions targets
- Request life cycle assessments for products purchased and choose lower emission products

Our Net Zero Glidepath

Our Net Zero Glidepath provides a visual representation of our yearly carbon emissions reduction goals.

Carbon Emissions Glidepath tCO₂e



Environmental Legacy

Commitment to Net Zero continued



Carbon Neutral

Now that we have a clear understanding of our carbon emissions, we are able to support a carbon offsetting project and become a carbon neutral company.

We are partnering with Carbon Neutral Britain™, a UK-based organisation that specialises in helping to remove carbon from the atmosphere via tree planting projects. Carbon Neutral Britain™ chooses its offsetting projects based on their direct and indirect impacts on the world at large. In addition to tree planting, Carbon Neutral Britain™ also chooses projects that promote education and have positive impacts on both wildlife and clean water. These projects are verified through either UN CER, VERRA or Gold Standard.

High-level Net Zero Goals for the coming year

- **51% reduction in our Scope 1 and 2 emissions by 2030**
- **Offset our residual Scope 1 and 2 emissions by 2023** to become carbon neutral via high-quality verified offsets
- **96% overall reduction in all GHG emissions across Scopes 1, 2 and 3 by 2045**, offsetting any residual emissions via high-quality nature-based or direct air capture projects and becoming Net Zero



Energy consumption reduction

Transparency has only one physical building, so our energy usage is much less than that of a typical company. Even still, we want to make sure we are using our electricity intelligently. We plan to subscribe to green energy usage whenever possible. We have begun discussions with our landlord, requesting to switch to 100% green electricity when current contracts expire.

Additional steps we are taking to reduce energy consumption include:

- Issuing energy efficiency guides to all site staff to facilitate positive behavioural change
- Encouraging the facilities management team at our leased office to undertake an energy survey to identify CapEx opportunities
- Advocating the use of energy-efficient systems in our leased office wherever possible e.g., replacing lights with LEDs and using passive infra-red sensors (PIRs) where possible
- Appointing Green/Energy champion(s) to gather additional energy reduction ideas from colleagues across our organisation. These ideas will be collated and shared, supplemented by what we consider to be best practice

Environmental Legacy

Commitment to Net Zero continued



Transport

Cycle scheme

Last spring, we implemented a Cycle-to-Work scheme. Six employees have signed up with many more interested.

EV Salary Sacrifice scheme

Transparency has recently begun an EV salary sacrifice scheme. We spent a significant amount of time rigorously reviewing three potential scheme partners. We eventually chose Loveelectric, as they best fit our needs. The scheme is currently in a trial run phase, with five employees participating. If everything goes well, we plan on extending the scheme to all eligible employees within the coming months.

Transport Goals for the coming year



- **Increase** the number of employees participating in the Cycle-to-Work scheme
- **Officially roll out** the EV Salary Sacrifice scheme

Social Responsibility

At Transparency, our aim is to be Microsoft's leading technology partner. There is no way to accomplish that goal without employing the best and the brightest in the industry. We have always cared for the Wellbeing of our employees, taking pains to ensure everyone who works for us feels supported, comfortable and part of a community. In addition to truly wanting our employees to thrive, we know this level of commitment to our staff is necessary to attract and retain the best talent and the best people.

This past year, we have made improvements in multiple areas of the company that will serve to improve our social offerings.

Social highlights from the past year

Experienced success with the Transparency Apprenticeship schemes



Established enhanced Wellbeing initiatives



Began to appoint Wellbeing Champions



Increased our engagement with community partners



Improved DE&I initiatives



Set clear KPIs for every employee and established improved skills training opportunities



Became accredited as a Real Living Wage employer



Increased our employee Net Promoter score



Diversity, Equity and Inclusion (DE&I)

Transparency understands the importance of DE&I within the workplace. Ensuring the Wellbeing of our employees is integral to how we operate.

Collecting more data

This past year, we completely updated our HR system, allowing for additional employee DE&I data to be collected on a voluntary basis.

Transparency has also signed up to become a member of the Tech Talent Charter, an industry-led group that provides its signatories with the resources necessary to advance and improve DE&I initiatives. In compliance with Charter requirements, Transparency conducts an anonymous survey every year that gathers in-depth DE&I employee information. The information is processed, reviewed and used to help guide Transparency in making the DE&I changes necessary to improve company culture.



TechHer

Another way we have worked to improve our DE&I culture is through our partnership with Microsoft, holding 'TechHer' events. These events encourage and inspire women to return to work, return to tech or to begin a career in technology. Events are held both in person and virtually, allowing participation from anywhere. Participants in TechHer are offered a chance to take part in a funded, eight-week boot camp with Microsoft. At the culmination of the camp, Transparency commits to holding interviews with graduates and these interviews have the potential of ending with an offer of employment.

TechHer events are open to all women. However, Transparency has also developed a strategy to specifically promote the TechHer event and boot camp opportunity to women with husbands who serve in the military. We believe a career in tech, and a career with Transparency, could be a perfect fit for people who move frequently and only require an internet connection to work.



Working on accessibility

We have employed a dedicated talent acquisition partner to help us alter the tone and the style of the writing found in our job advertisements. This is to ensure open positions are attractive to a wide variety of applicants.

Supporting everyone

At Transparency, we support employees who identify as having a disability or as being neurodivergent. We are accredited as a Level 2 Disability Confident Employer and want to help make the technology industry a more diverse and inclusive sector. We work hard to promote an internal culture of inclusion but also encourage our employees to look outside of the company to get the help or training they need.



DE&I Case Study

A Transparency employee had a stutter, and they were interested in improving their speaking skills. Transparency supported the employee in their endeavour to take a course that would help them improve their speech. Transparency paid a portion of the course fees and allowed the employee study days to work on improving a skill that would serve to help the employee in both their professional and personal life.

DE&I goals for the coming year



- Create a formal DE&I strategy
- Establish a DE&I council
- Update and improve job specs for Transparency's entire suite of jobs
- Consider becoming part of Flexa - A platform that connects job seekers looking for flexible working conditions with opportunities

KPIs, development and pay

Our employees are everything at Transparency. We would not be the trusted, result-oriented and successful business we are today without our brilliant staff. We take care to find and attract the best and the brightest candidates. We want to help them continuously grow and learn in a professional capacity by improving their skillset and providing encouragement, so they can succeed and achieve their goals.

KPIs

To that end, every employee is now given an individualised set of Key Performance Indicators (KPIs) with progress against the KPIs measured and assessed either quarterly or monthly. We want our employees to know exactly what is required of them. We want to provide clarity and guidance so that employees are able to meet and exceed expectations.

Development

We continue to offer our Microsoft Learn training platform for those in technical roles, the 'Fit to Lead' training programme for all employees working in management capacities and bespoke training opportunities for all other employees when needed. We have also recently created a financial reward scheme based on both personal and team performance. Our goal is that every employee will be eligible to take part in the programme. The programme has received positive feedback and we plan to review it regularly, ensuring that KPIs and targets are set appropriately and making any necessary changes for improvement.

Development and pay goals for the coming year

- **Training**

This coming year, we hope to rework and improve our internal, non-technical and soft-skills training and development opportunities. By doing this, not only will our employees understand the skills and experience that are required to reach a new level of our banding framework, but we will be able to provide the training necessary to gain those skills

- **Leadership Progression growth**

We are currently in the organisational design stage of creating a formal benchmarking plan for encouraging management and senior staff potential, development and growth. We hope to complete this project within the coming year

- **Developing A Strengths-Based Approach**

This year we are asking all staff to undertake a strengths review and de-brief to enable everyone to have the opportunity to do what they do best every day

- **Gender Pay Gap**

As a company we can continue to provide a fair and equitable work environment for our employees by calculating our Gender Pay Gap

Pay Levels and Fairness

We are now an accredited real living wage employer

We care for our employees and concern ourselves with all aspects of their Wellbeing, including financial Wellbeing. We are proud to state that we are now, officially, an accredited Real Living Wage Employer. We pay every one of our employees not just a minimum wage, but a wage that allows them to live more comfortably than would be possible if only paid the government standard.

In reality, we go way beyond this - With a goal of at least achieving market mid-point salaries, we have established a company-wide banding matrix which we have had externally verified. Every position within the company has been benchmarked against salary, skill and responsibilities and falls within a 'band' in the framework. The visual banding framework will support clear progression trajectories.

Wellbeing

At Transparency, we like to think everything we do and all decisions we make are in the interest and Wellbeing of our employees. We try to embed employee Wellbeing into all aspects of the company and make it a part of our DNA.

Wellbeing Wednesdays



This is a safe space for employees to discuss anything they'd like, whether professional or personal. Our Chief People and Culture officer and his team lead the sessions and are always available to help employees seek further assistance. Over 600 attendances have been documented within the past year.

Extra Resources



We have rolled out access to extra resources and tools throughout the year that provide support to employees, from providing options for insurance policies to helping employees find a GP that is right for them and their family.

Financial Wellbeing



In addition to the newly established financial reward scheme and clear banding framework mentioned above, we have:

- Set up a successful partnership with MoneyCoach
- Committed to a proper, annual salary review process
- Launched PerkBox, a new benefits programme
- Personally contributed to helping alleviate the financial stress of our staff via internal actions

Physical Wellbeing



Our People and Culture team is very invested in improving all aspects of Wellbeing within Transparency. We now offer 'Winning from Anywhere Workout' sessions every Tuesday and Thursday, where employees are able to join virtual workout sessions from home and participate in desk-based exercises.



Wellbeing continued

Case Study: Our partnership with PerkBox

PerkBox is a programme that allows employees access to discounts and vouchers for a variety of everyday necessities. In addition to money-saving opportunities, the PerkBox platform includes a video library that is accessible to Transparity employees. Library content ranges from exercise ideas to mindfulness and meditation guidance.

Wellbeing goals for the coming year

- **Strategy and Policy**

We will create a formal Wellbeing strategy and policy that document the work we do. We plan to have each independently verified by a Wellbeing accreditation service. We also plan to monitor our Wellbeing progress with KPIs and metrics

- **Mental health first aid positions and Wellbeing Champions**

Within the coming year, we hope to designate and train mental health first-aiders who will serve as the first point of contact for employees who seek assistance. We also have a number of employees who have already registered their interest in becoming Wellbeing Champions. These Champions will eventually work alongside Impact Ambassadors and help to lead company-wide Wellbeing initiatives from conceptualisation to implementation

- **Financial Wellbeing**

We also aim to improve company pension provisions, assist employees in drafting living wills and build a programme specifically focused on finance and financial Wellbeing from a female perspective

Case Study: Our partnership with MoneyCoach

Out of all our financial Wellbeing initiatives, we believe our utilisation of MoneyCoach is the financial Wellbeing initiative that has had the best and longest-lasting value for employees thus far.

MoneyCoach is a company that offers financial coaching sessions with trained coaches from financial backgrounds. This past year, Transparity offered every employee the opportunity to have an intro session with a coach from MoneyCoach. If an employee found their intro session valuable, Transparity offered them the ability to sign up for a 12-month financial support programme conducted by MoneyCoach. Transparity committed to cover the £300 per person programme fee for every employee who chose to participate.

Employees who have joined the Money Coach financial support programme are able to discuss anything with their financial coach, from financial issues that need to be sorted to family and retirement planning and everything in between. The coaches help people build a customised financial plan and provide tailored advice.

When Transparity measured MoneyCoach engagement numbers, it found that out of the 200 employees working at Transparity at the time the MoneyCoach partnership was launched, 53 people had an initial Money Coach session. 49 of those 53 employees went on to sign up to the 12-month financial support programme. The employees who signed up to the 12-month programme have rated the quality of the support programme at 4.8 out of 5 stars.



49 Out of 53 employees signed up for the 12 month programme



They rated the programme 4.8 out of 5 stars

Employee engagement

A true and lasting legacy can only be achieved through the inclusion, feedback and effort of all individuals involved.

Employee engagement

We believe it is important for there to be regular and clear channels of communication between senior staff and employees. After all, a true and lasting legacy can only be achieved through the inclusion, feedback and effort of all individuals involved. At Transparency, we have weekly 'All-Hands' meetings, a monthly 'Business Update' and company-wide 'Lunch and Learns' on a regular basis.

Employee net promoter scores

Since ensuring employee Wellbeing is such a large part of who we are as a company, employee satisfaction has become a key business metric that we track. We conduct surveys and aggregate an employee net promoter score quarterly. Since the implementation of employee net promoter score tracking, our employee satisfaction score has been well above expected targets.

Since inception, employee net promoter scores have increased quarterly as follows:

+55, +69, +75

We want to hear from our employees. Not only do we ask questions, but we provide space on surveys for them to share written suggestions or complaints. This allows employees to respond in an accurate and more detailed way.



Employee engagement goals for the coming year

- **Continue to assess employee engagement** through regular pulse surveys
- **Add and change company targets/plans** based on survey results



Best Companies Engagement Survey

Transparency participates in the Best Companies Engagement Survey bi-annually. The survey measures eight factors of employee engagement and employee feedback is benchmarked against other survey participant companies. In 2023, we ranked as a two-star, 'Outstanding' company, putting us in list of the Top 50 Tech Sector companies and the Top 100 Mid-Size Companies for which to work.

One of the categories found within the survey is entitled 'Giving Something Back.' Transparency has seen a 5% increase in this category from last year to this year. Moving by 5% in engagement is a very large leap. The 'Giving Something Back' category has crossed the border and now ranks in three-star territory within the survey, which in turn, helps us become closer to achieving an overall three-star, World-Class ranking.

Academy programme



Our commitment to employees doesn't stop at the end of the official payroll. We value the apprentices from our Academy programme and work to provide them with a safe and nurturing environment.

Our Academy programme continues to be a successful facet within the Transparency organisation. Performing exactly as we hoped, our Academy and apprenticeship programme helps to train the future of tech talent.



Case studies

Chelsea

- I think what makes Transparency a nice place to do an apprenticeship is you can reach out to anyone and ask questions, even the bosses. They'll go, 'Right, let's have a call. Let's have a look.' It's really nice. You get a lot of support
- I feel prepared. I wouldn't feel as confident as I do today without the apprenticeship. I felt supported to take on progressively harder challenges. It felt like there was a safety net structure
- I never felt like we were separated as apprentices. We were welcome at all company events, there weren't any walls. We might have been called 'apprentice,' but we were treated just like every other employee
- Working from home, being able to just sit down and focus, there are no outside distractions. I'm very lucky to be working from home. I feel like I can organise myself better and can just focus. I feel like I am winning

Sam

- I used my apprenticeship experience to complete my dissertation. Throughout the process, Neil just basically gave me all the resources I needed to get it done – Giving me time to get it done, putting the right people in contact with me, getting them to fill out questionnaires and things like that. It just wouldn't have happened if I had gone through another internship programme
- Career progression has been amazing so far. I just don't think I would have the same progression rate anywhere else. I've been able to experience two companies on the same course and I can say like night and day Transparency has been so much better.
- It's propelled me into such an amazing position

Jasmin

- I learned about Transparency's dedication to supporting women in technology and their value of nurturing talent from within and I was like, that's where I want to be. That's everything I've been looking for and trying to find in a job
- I had to switch my Academy course and the Transparency team worked with me to make sure I got the practical experience in my role that I needed to pass my apprenticeship
- I've always been quite a nervous person when speaking to anyone. Transparency took me to a Microsoft Partners conference and encouraged me to speak on a panel. It was an incredible opportunity and something that would have terrified me before. Giving me the platform to be able to develop that skill and boost my confidence... we've really worked together to get me somewhere
- It's a really close, supportive environment
- Everyone is just fired up and trying to help everyone else. People are competitive, but not against each other. They're competitive with each other to win as a team
- There are open doors of communication to every branch of the company
- It's been a fabulous experience. I am home now

Community engagement

The reason our score has improved by 5% in the 'Giving Something Back' category of the Best Companies survey is due to the increased amount of community engagement work we have done throughout the year. We have two community engagement partners with whom we work closely, Action for Children and the Woodland Trust.

In the past year we have invested:

£30,000
in Action for Children



£30,000
in the Woodland Trust



Action for Children

Action for Children started out as one of Transparency's first customers. The collaboration that has grown between the two companies throughout the years exemplifies the level of trust, respect and commitment shared. This past year has seen a record-breaking number of Transparency employees engaging with Action for Children, becoming involved with committees and attending various volunteer activities. This increased level of involvement illustrates our dedication to the partnership and serves as an exciting prelude of things to come.



Case Study: Boycott your Bed

Last year, five Transparency employees participated in Action for Children's Boycott your Bed fundraiser. Together, our employees raised £15,000, which we then matched as a company. This year, we have not only encouraged employees to participate in the fundraiser, but have reached out to clients as well. As such, the level of interest and engagement has skyrocketed for this year's Boycott your Bed event. Both Transparency employees and clients hope to raise even more money than last year and Transparency has committed to matching whatever that number may be.



Community engagement goals for the coming year



- Utilise the allotment of money we have earmarked to achieve certain social value goals, such as holding recruitment/CV writing workshops, helping community members with interview prep and providing free IT skills training
- Match any individual, employee-sponsored charity initiative up to £100
- Launch the Transparency Foundation

Social Responsibility continued

Supply Chain

Due to the nature of our operations and the suppliers with which we chose to work (Blue Chip companies), most of our top-tier suppliers already have ESG policies and strategies. However, we still want to make sure we take appropriate steps to share our ESG values and beliefs with our suppliers



Supply chain goals for the coming year



- **Include ESG issues in supplier onboarding questionnaires**
- **Establish a Supplier Code of Conduct** to which we ensure our top 16 suppliers adhere
- **Discuss ESG issues with potential suppliers** as part of the vetting process
- **Create a Responsible Sourcing policy**

Health and Safety

We are a low-risk environment and have had zero accidents and near misses within the past year. We conduct an annual audit and H&S review. If anything appears amiss, we have a process in place to actively make plans to mitigate any real or perceived H&S risk.

The Hub

The Hub is our collaborative, in-person workspace located in Wokingham. While we stand by our Winning from Anywhere strategy, it is nice to have a communal space to gather from time to time. We believe a space where we are able to share ideas and celebrate accomplishments in a relaxed and comfortable environment helps contribute to an overall positive company culture.

The Hub is unique in that even though it is typically used for monthly or quarterly team meetings, it is also open daily. If living in the area, employees are welcome to work from the Hub every day if they chose.

In the short time we've had the Hub, it has been used for some truly memorable events.



A legacy in governance

Equally as important as protecting and supporting our environment and our people, is creating a robust and long-lasting business. We take pride in the services we offer to our clients. Ensuring we have a solid business plan based on verified policies and procedures is paramount to our continued success. After all, a legacy can only take hold if it has strong roots.

Governance highlights from the past year

Integrated ESG throughout Transparency via policy review and training



Won and achieved multiple top-level awards and accreditations



Reviewed the economic value of ESG to Transparency as a business



Policies and Policy training

Transparency is committed to maintaining company character and individuality, while making sure everyone feels supported, respected and heard. All our policies are reviewed on an annual basis and updated when deemed necessary. We engage the services of an external advisor for our pay policies and reward schemes and utilise Chartered Institute of Personnel and Development resources for guidance on other HR policies.

All policies can be found within the employee handbook and are presented to employees during induction. This year, we are taking policy review a step further. We plan to onboard all company policies onto our company intranet and will require every employee to review each policy and mark that they have read it. Policy updates are also always presented and discussed during our company-wide 'Lunch and Learn' sessions.

Our Policies, Plans and Registrars

The following are in place, embedded within the company and communicated to all relevant stakeholders

- Business Continuity Plan
- Risk Register
- Disaster Recovery Plan
- Anti-Bribery and Corruption policy
- Health & Safety policy
- Diversity, Equity and Inclusion policy
- GDPR/ Data Privacy policy
- Cyber Security policy
- ESG Policy

Policy goals for the coming year



- Create a Corporate Criminal Offence policy
- Create an Employee Code of Conduct
- Establish a formal system for employees to anonymously voice concerns or issues within the company
- Include ESG risks in our Risk Registrar
- Publish a Modern Slavery Statement
- Launch a Materiality Assessment



Awards



The strong foundations of our company enable us to achieve the level of success we have thus far. We have worked hard to achieve the honours, accreditations and recognitions that we were awarded within the past year. These awards recognise deep technical expertise, and all are subject to independent, third-party auditing processes.

Microsoft Azure Expert MSP

Being classified as a Microsoft Azure Expert demonstrates that a company evaluates a partners' people, processes, and tools. It also recognizes those who have proven expertise in providing managed services across the end-to-end cloud lifecycle at scale. Those who achieve 'Expert' status distinguish their organisation's sustainable, repeatable, and efficiently managed services across the full cloud lifecycle, allowing their customers to focus on business priorities.

12 Advanced Specialisation Microsoft awards

Achieving these specialisation awards validates the deep technical expertise of a company in specific technical scenarios aligned to the Microsoft Cloud.

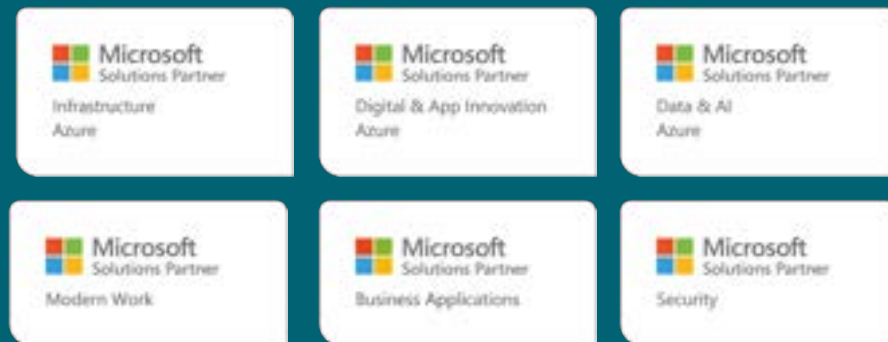
- Azure Virtual Desktop
- Infra and Database Migration
- Modernisation of Web Applications
- Adoption and Change Management
- Calling for Microsoft Teams
- Meetings and Meeting Rooms for Microsoft Teams
- Teamwork Deployment
- Modernise Endpoints
- Cloud Security
- Identity and Access Management
- Information Protection and Governance
- Threat Protection

Other awards

- Top three global finalist for **Managed Security Services Provider of the Year** in Microsoft's Intelligent Security Association annual awards
- **Partner Excellence Award** from Microsoft in the area of Modernising Identity Solutions for customers.
- **UK's Top 100 Best Mid-Sized Companies to Work For**
- **Best Companies Survey** 2-star Outstanding company for workplace engagement
- **Disability Confident** Level 2 accreditation
- **LinkedIn - Diversity, Equity & Inclusion award** for the TechHer programme

Microsoft 6x Solution Partner Designations

These designations demonstrate technical capabilities, experience, and ability to deliver successful customer outcomes aligned to the Microsoft Cloud



The GIST Report



Transparency is a signatory of Microsoft's Partner Pledge which encompasses three main goals:

- Growing Talent
- Enhancing diversity and inclusion
- Shaping a desirable world through sustainability

In the last year, Microsoft decided it wanted to measure the economic value that could potentially be created if a company were to sign its Partner Pledge and take steps to invest time and money into environmental, social and governance (ESG) initiatives.

Microsoft chose Transparency to be the partner it exemplified and showcased.

Microsoft collected data from Transparency and put it in to the GIST report framework to determine whether the steps Transparency is taking to improve ESG actually add up to multiple types of value.

The report found that investing in environmental and community initiatives and training programmes adds huge economic value to a company. Transparency was categorised as a **regenerative business** because it 'creates good value.' Microsoft plans to take Transparency's GIST Report and ESG model to its other partners and use them as examples to emulate.

We are thrilled that Microsoft chose us to represent commitment to corporate ESG success.



Standout goals for the coming year

We have made great progress on our ESG journey, but we our never ones to rest on our laurels. After undergoing a stringent review process with the ESG consultancy, Sustainable Advantage, we have identified 13 new priority goals which we will aim to accomplish within the coming year. These goals will not be the only improvements we make as a company. Rather, they will serve as a framework to guide our efforts. Due to last year's success, we feel comfortable undertaking an increased number of ESG goals.

Complete an ESG-specific Risks and Opportunities Assessment



Complete a Materiality Assessment



Create a Wellbeing policy



Achieve measurable success in energy and waste reduction efforts at the Hub



Finalise formal benchmarking plan for management potential/growth



Complete a Gender Pay Gap calculation



Create a Responsible Procurement policy and include ESG considerations when dealing with suppliers



Create a formal DE&I policy



Create a Corporate Criminal Offence policy



Develop a formal Community Investment plan and appoint an officer responsible for managing the plan



Create a Code of Conduct



Establish a formal Whistleblowing policy

Develop and implement a Modern Slavery Statement



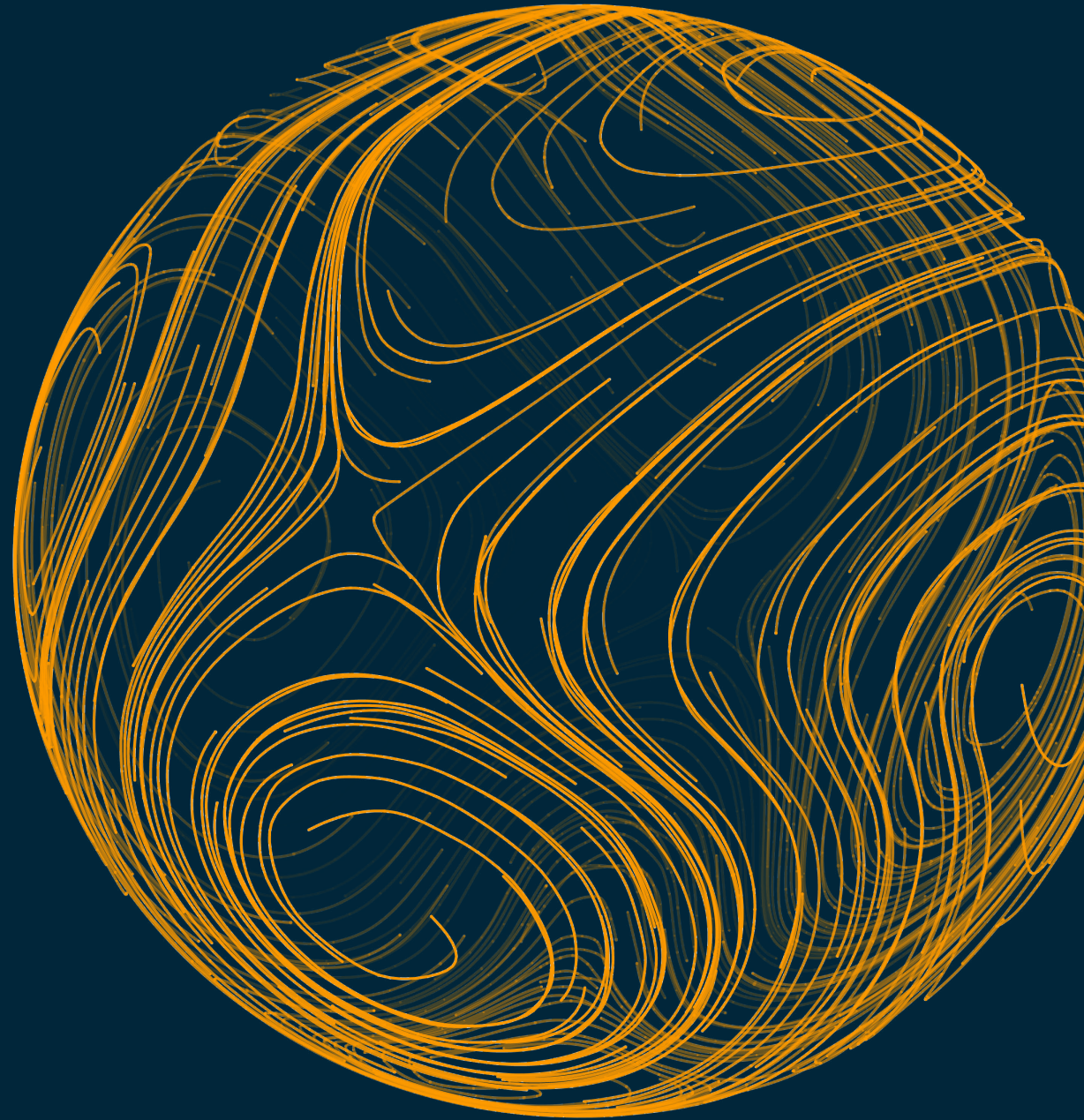
Conclusion

Continuing our journey

At Transparency, we are working hard to achieve our goals. We want to be as transparent in our ESG journey as possible. We not only engage the third-party services of an ESG consultancy to benchmark our progress on an annual basis, but we also have a large amount of our ESG data verified by various independent agencies.

Company ESG initiatives are now embedded into all Board level discussions and high-level ESG metrics presentations have become normal occurrences at Board meetings.

We started off this journey understanding little to do with ESG. We knew that sustainability and ESG were extremely important to Microsoft, and we wanted to remain a top Microsoft partner. However, two years in, we can honestly say that ESG is near and dear to all our hearts. We work hard to accomplish our ESG goals because we now understand the importance of this journey and are committed to doing the right thing. We are so excited to see where our journey takes us next and how it helps us build the legacy we envision.





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