

**SPENCER
OGDEN**

**BUILDING A
SUSTAINABLE
FUTURE:**

2023 ESG Report





NAVIGATING THE REPORT

All components of ESG are crucial to the success of our business in line with our corporate purpose. However, we understand that our network may want to access specific parts of this report quickly. Below, we have highlighted some of the areas where we've made the most impact:



[Supporting our Clients to Lead the Energy Transition](#)



[Increasing our Positive Impact with our Charity Partners](#)



[Reporting our Progress on Reducing our CO2 Emissions](#)



[Committing to Net-Zero by 2035 and Offsetting our Environmental Impact](#)



[Volunteering in the Community](#)



[Promoting Equity, Diversity, and Inclusion](#)



[Discussing Industry Challenges on our Podcast: SOapbox](#)



[Governing with Integrity](#)

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ABOUT SPENCER OGDEN

Spencer Ogden is a global recruitment company covering three main industry sectors: Natural Resources, Sustainability, and Infrastructure. Our 12 offices cover Australia, Germany, Malaysia, Singapore, the United States, and the United Kingdom. We are brought together through our commitment to our goal to be the Global Sustainability Staffing Leader. Through our relationships with clients leading the energy transition, our dedicated expertise, values, and strong culture enable us to challenge climate change and inequality. We aspire to embody positive sustainable change and inclusive growth across all our locations.

Our purpose

‘Creating Careers to Power a Sustainable Future’
Our corporate purpose outlines our focus on effecting real change for our clients and candidates to support sustainable development. The work we do in our sectors directly offers expertise to catalyse the energy transition, support social development initiatives, and preserve stability within the energy sector.

Our mission

Alongside our purpose, we are committed to an ESG mission to ‘leverage our global position to conduct socially and environmentally responsible business that benefits communities and adheres to clear principles of equity, diversity, and sustainable development.’

Our values

People - People not numbers. We value our clients, candidates, and colleagues by nurturing these relationships.

Accountability - Own it. We do what we say we will do.

Collaborative - Embrace teamwork. Support others to achieve our common business goals.

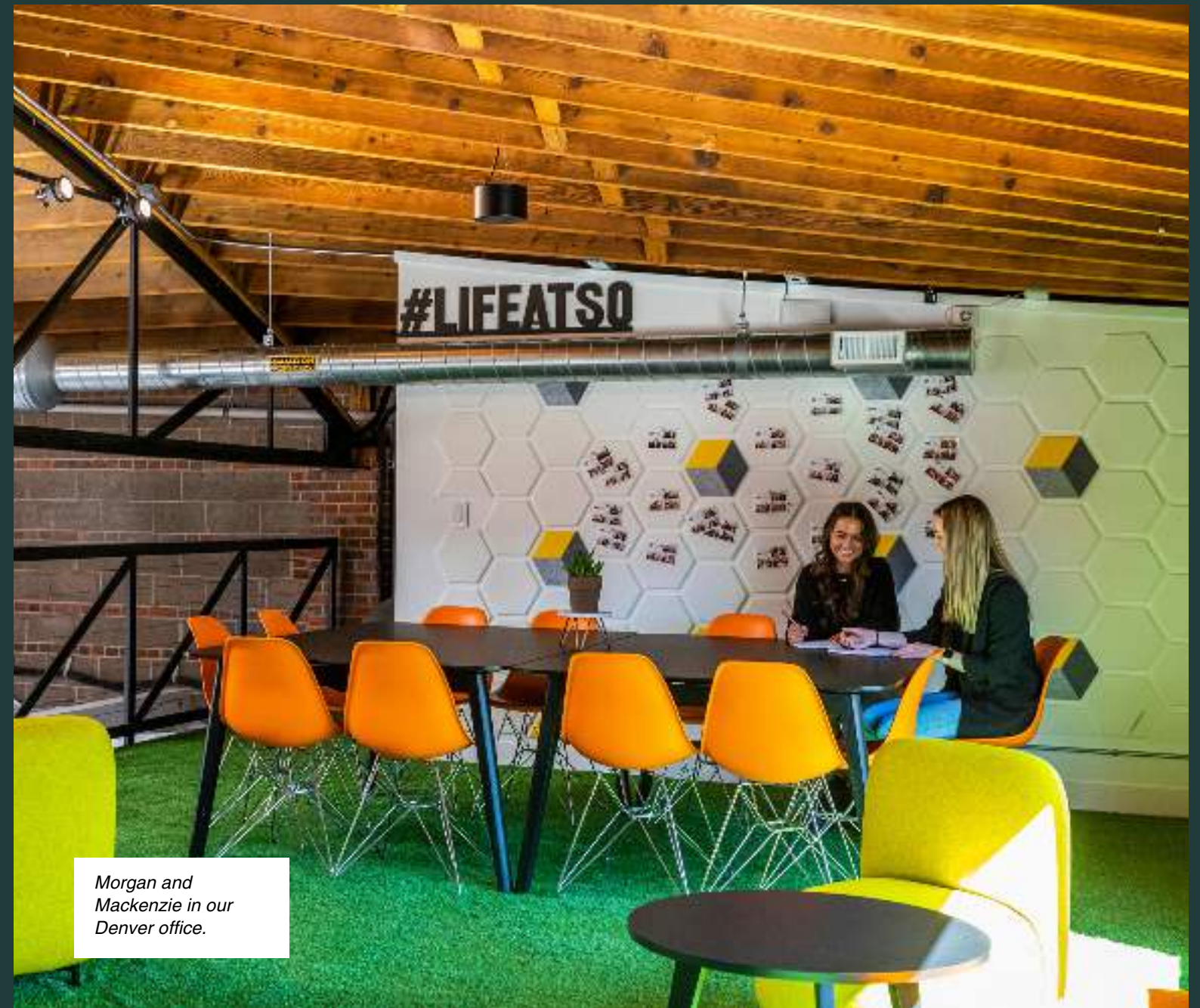
Excellence - Never settle for ordinary. Deliver superior results and exceed expectations.

362
employees

12
offices

7
countries

3
core sectors



Morgan and Mackenzie in our Denver office.



WHAT DOES ESG MEAN TO US?

ESG provides the framework by which we hold ourselves accountable for our vision of development. We recognise the challenges that companies face to decarbonise in uncertain macroeconomic environments, where it can seem like a choice between acting commercially, or acting sustainably. However, we embrace the opportunity to combine our commercial and sustainable commitments through strategically aligning our business model to the low carbon economy.

Progress is difficult, and decoupling growth from resource use is problematic, but we're committed to taking action to improve. By prioritising global renewables markets and supporting key clients leading the energy transition, we measure our value and success through our contribution to sustainable development. Therefore, our commercial and sustainable goals grow in unison, each informing the other's progress to our ultimate goal of net-zero emissions by 2035.

Our commitment to leading global sustainable staffing services also focuses our attention on empowering our teams and communities by championing diversity and creating psychologically safe environments for our employees to develop. We measure the impact of our actions on internal and external communities, integrating volunteering and charitable giving into our measures of success. Consequently, we're building a culture of responsibility for social impact and improving livelihoods outside of our day-to-day duties.

Regan Callender

ESG & Sustainability Coordinator



2023 ESG PROGRESS HIGHLIGHTS



1,098

Sustainability Sector Placements



17.8m

Revenue from sustainable placements



53,070 kWh

Of renewable energy used



54%

Female representation globally



47%

Global female leadership representation



123

Internal promotions globally



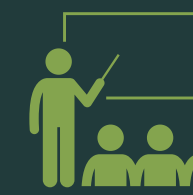
ISO 14001

Accreditation attainment



3,101 kg

Of plastic removed through our partnership with Seven Clean Seas

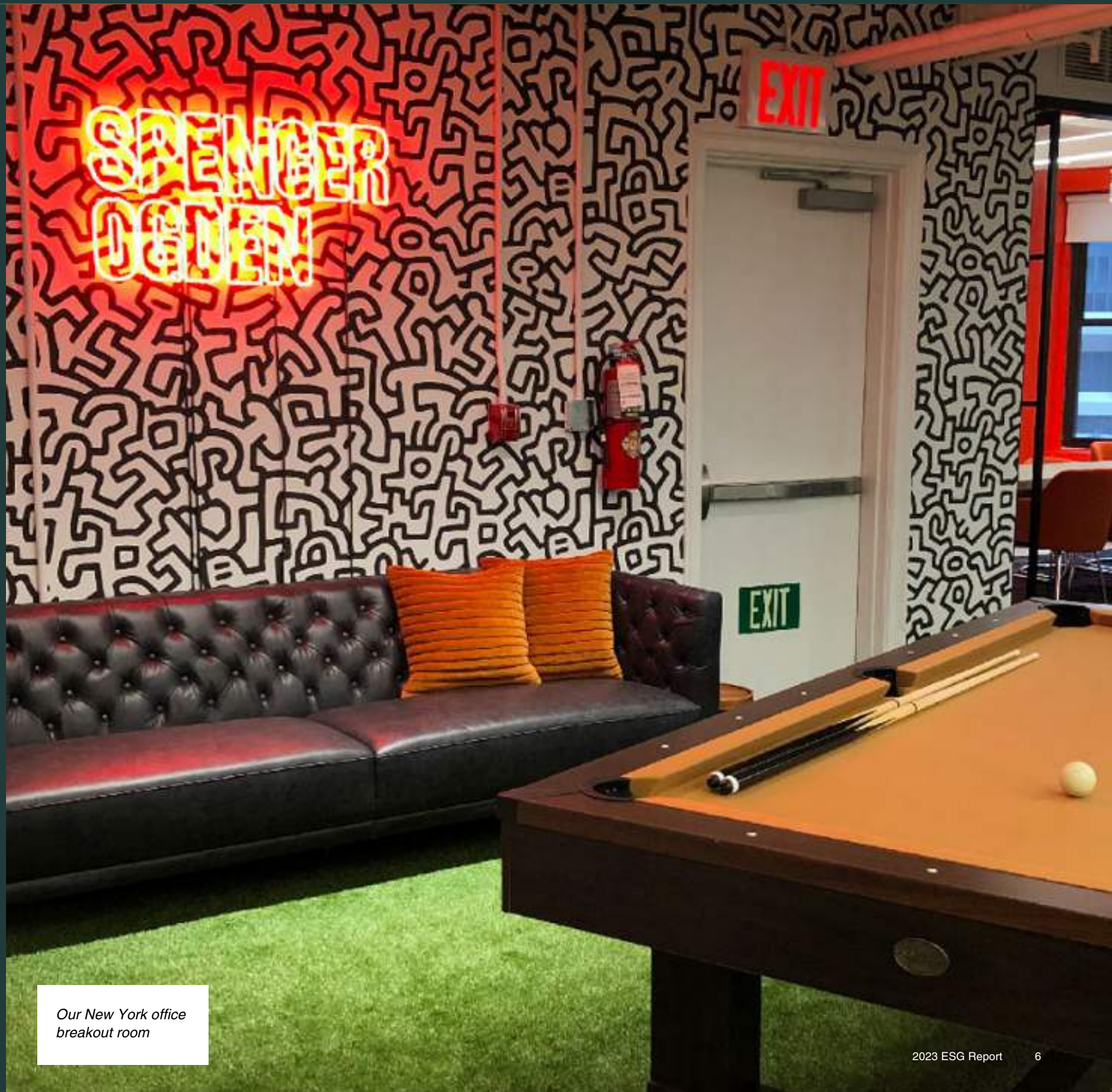


152

UK employees trained on ED&I

HOW WE PARTNER WITH OUR CLIENTS

Across our global operations, our teams are strategically placed to support the world's leading businesses in generating renewable energy and infrastructure. Our expertise in client services, working with large, highly qualified candidate pools, ensures our clients can focus on innovating and expanding the energy transition. Through our relationships with industry-leading businesses, our operations directly contribute to the production and use of renewable technologies, creating widespread positive social and environmental impacts. Three of our Client Services team members have outlined the impact of some of our projects in 2023.



Our New York office breakout room



GE VERNOVA

Onshore Wind Farm Japan

Fukaura Wind Farm in Aomori, led by Green Power Investment and Tohoku Electric Power, implemented 19 GE turbines with a total capacity of 79.8MW of wind energy. With the capability to meet the power demands of an estimated 50,000 households annually, the project's direct impact bolsters Japan's transition towards low-carbon resilience.

The project developers' partnership utilises their operational experience within renewable energy construction, development, and distribution of energy infrastructure across Japan. The resulting energy output supports the achievement of national targets for wind energy to comprise 5% of Japan's energy mix by 2030.

SO teams navigated complex work permits to source technical contractors for the installation of the turbines to meet capacity demands. The impact of the collaboration enhances SO's commercial influence in leading the energy transition towards renewably sourced power.



James Murueta
Associate Director





Offshore Wind Farm Poland

The Baltic Power offshore wind farm is a key project for the ORLEN Group and Northland Power, supporting the transition towards a clean, low-carbon economy. Renewable energy sources, including offshore wind farms, will be a springboard for our sustainable development in the years to come.

Located 23 km north of the Polish coastline, at the level of Choczewo and Łeba, Baltic Power is one of the most advanced projects planned in the Polish Exclusive Economic Zone in the Baltic Sea. We hold a license to construct up to a 1.2 GW wind farm, but its target generation capacity, resulting from the selected turbine technology, will be 1140 MW.

Our teams played a large role in sourcing and mobilising over 40 contractors for the project, which saw approximately 100 wind turbines constructed within a 130 km offshore area. With a minimum lifetime of 25 years and over 1.1 GW projected energy generation, the project contributes directly to future energy security within Europe, while also securing quality employment during its establishment and ongoing maintenance. Spencer Ogden's operational relationship with this client helps to support clean energy initiatives across Europe.



James Pipe
Executive Director





Solar Farm USA

Bellflower Solar Farm, near Indianapolis, is a privately financed solar project expected to abate 202,000 metric tonnes of CO2 emissions each year. Pledged to increase U.S. energy security, the farm's 173MW capacity will power the homes of 26,800 U.S. households with locally sourced solar power.

Intuitive agricultural measures managing beehives and grazing sheep on the farmland protect native species and maintain land utility. In addition to the environmental benefits, Bellflower generated \$30 million in property taxes, enabling investment in local schools and public services, thereby creating a positive social impact.

Owner's representatives for Health, Safety & Environment (HSE), Quality Control (QC), and Construction Management (CM) were sourced by SO teams to lead many of the practices of the 350 people working on the site. Playing a role in sourcing specialist candidates for these positions enables SO partnerships to facilitate ESG growth within the renewables industry. Providing expertise for transitional businesses' hiring needs drives further innovation and resources towards a low-carbon economy.



Mandy Macintosh
Senior Manager



OUR WIDER IMPACT

Supporting the United Nations Sustainable Development Goals

The UN Sustainable Development Goals (SDGs) represent the framework towards achieving sustainable development and social equity. Of the 17 goals, we have chosen to support six where our impact can be felt the greatest. Our global operations, client interactions, community support, and environmental initiatives are shaped around our capacity for contribution towards their global attainment.



COOL EARTH



Protecting Indigenous Communities and Rainforest

In partnership with Cool Earth, our People contribute to the support of indigenous communities who protect vital rainforests and their carbon storage capacity in Africa and Papua New Guinea. In 2023, we raised over £4,300 from donations linked to our internal peer-to-peer recognition system. For each recognition sent, we donate £3 to support rainforest communities. With our help, Cool Earth can enrol children in full-time education, build sanitation facilities, and finance local communities to exercise autonomy of their surrounding natural habitat.

Race for Rainforest Initiative

We also engaged our teamwork to benefit rainforest communities with our fundraising campaign in October 2023. During our CEO Henry De Lusignan's New York Marathon preparation, we backed Cool Earth's global Race for Rainforest project by inviting employees to walk or run as far as they could. Then, for every mile travelled, Spencer Ogden committed to donating £1 to Cool Earth. Collectively we ran or walked a combined 220 miles, or seven entire marathons. Through our partnership, our people continue to show our commitment to enabling positive social and environmental impact.

If you would like to join us in supporting Cool Earth, you can make a donation and learn more [here](#).



Simya and Aerna sporting Race for Rainforest initiative hoodies during our Cool Earth Fundraiser



Removing Plastic from the Ocean in Asia

Our partnership with Seven Clean Seas since 2021 has seen 1kg of plastic removed from the ocean for every placement we make globally. At the end of 2023, this equated to:



10,419kg

of harmful plastic pollution pulled from Indonesia's most scenic beaches.

In aligning our commercial growth to plastic removal, we ensure that our positive environmental impact increases as our business grows. The partnership allows our employees, clients, and candidates to see the direct impact of their actions in helping to promote environmental consciousness.

If you would like to help remove plastic from the ocean with Seven Clean Seas, you can access their website to learn more or make a donation [here](#).



Our Singapore team clearing plastic waste with Seven Clean Seas in Singapore



ENVIRONMENTAL



SUSTAINABILITY STAFFING LEADER

Since 2022, our positive action to reach our goal of becoming the global Sustainability Staffing Leader has spiked sustainability performance growth across all business units.

	2019	2020	2021	2022	2023
Sustainability Placements	27%	27%	28%	33%	41%

Our commercial strategy development to focus on increasing placements within sustainable markets has enhanced our impact in contributing to a sustainable future. Building relationships with some of the largest renewable energy and infrastructure businesses globally. In 2023, we supported new technologies such as the world's first commercial floating wind energy project.

Our internal ESG strategy for 2023 set out robust emissions reduction targets in line with our verified commitment to achieving net-zero carbon emissions by 2030 using the SBTi framework. We recognised that by working to reduce our carbon footprint, we can simultaneously support our clients to reduce their emissions. Published in our internal ESG newsletter: IMPACT, employee engagement contributed substantially to our continually increasing performance against target.



SO'S GREENHOUSE GAS EMISSIONS (GHGS)

Tonnes of CO ₂ e	Included in SBTi roadmap to Net-Zero	Included in carbon offsetting schedule	2019	2020	2021	2022	2023
Scope 1	Yes	Yes	0	0	0	0	0
Scope 2 (Market-Based)	Yes	Yes	626.05	541.55	285.38	25.01	22.22
Scope 2 (Location-Based)	No	Yes	512.72	435.96	248.81	248.2	227.6
Scope 3 Purchased Goods & Services (inc. water)	Yes	No	1141.46	1826.34	936.79	1110.45	1107.7
Scope 3 Fuel & Energy-Related Activities	Yes	Yes	126.6	116.3	63.48	63.34	58.05
Scope 3 Upstream Transport & Distribution	Yes	Yes	10.91	5.64	8.16	5.78	3.42
Scope 3 Waste	Yes	Yes	-	-	6.12	21.58	26.13
Scope 3 Business Travel	Yes	Yes	632.29	79.44	92.47	589.21	652.14
Scope 3 Employee Commuting	Yes	Yes	-	80.64	90.98	301.42	314.71
Total Emissions (Market-Based)	-	-	2537.31	2649.91	1438.38	2116.79	2184.37
Emissions Intensity (tCO ₂ e/£M Revenue)	-	-	20.87	25.34	13.90	15.38	13.93



2023 EMISSIONS REDUCTION TARGETS

Emission Source	Target Metric
Scope 2: Electricity (kWh)	Procure 30% of total electricity by consumption from renewable resources.
Scope 2: Heating (kWh)	Reduce natural gas consumption by 10% from a 2022 baseline.
Scope 3: Water (Litres)	Reduce water consumption by 30% from a 2022 baseline.
Scope 4: Waste (Tonnes)	Increase waste diverted from landfill by 15% from a 2022 baseline.

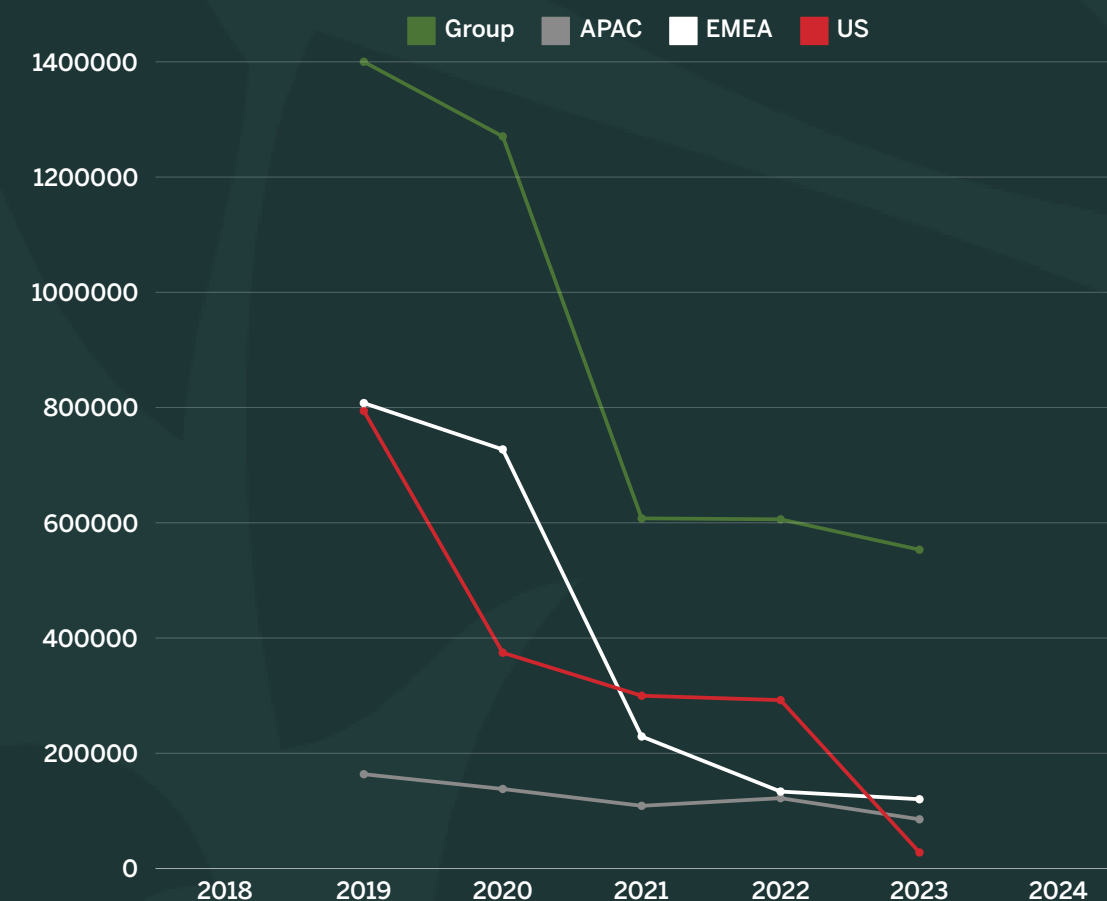
Emission Source	2022	2023	Progress
Renewable Electricity Proportion (Market-Based) (%)	100%	100%	0%
Renewable Electricity Proportion (Location--Based) (%)	0%	11%	+11%
Natural Gas Consumption (kWh)	138,070	122,724	-11%
Water Consumption (Litres)	44,361,763	33,303,195	-25%
Waste Diverted from Landfill (%)	49%	41%	-8%



ELECTRICITY CONSUMPTION

	2019	2020	2021	2022	2023
APAC	163,701	138,061	108,822	122,121	85,429
EMEA	807,741	727,309	229,164	133,590	120,232
US	794,066	374,521	299,845	292,284	27,940
Total	1,417,087	1,270,523	607,661	606,020	553,314
Renewable Energy Proportion	10%	12%	12%	100%	100%

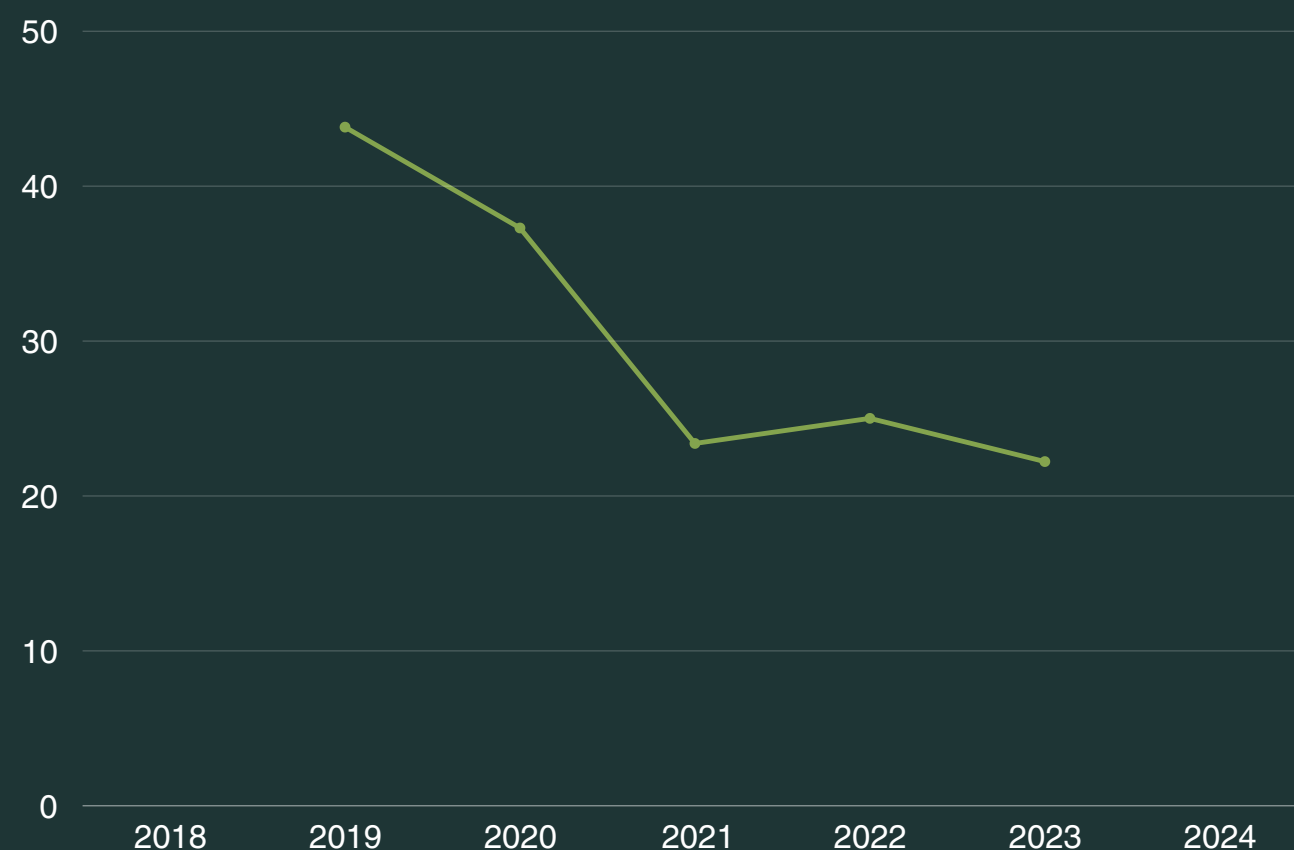
Our Energy Champions committee spearheaded Group efforts to increase the efficiency of our energy consumption across all offices. We switched desktop computers for laptops, promoting our flexible and hybrid working culture, as well as introducing energy saving measures on IT hardware such as timers on SO TVs, air conditioning etc. Consumption has gradually fallen since 2019 and we plan to continue increase the efficiency of our operations to reduce energy consumption further.



Electricity Consumption (kWh)

HEATING EMISSIONS

Group Heating Emissions (tCO2e)



As a business, our reliance on natural gas as a heating source has decreased significantly as we have relocated offices and selected spaces with more sustainable heating infrastructure. Emissions rose post-Covid19 as expected, however have decreased from 2022-2023 in line with measures taken to reduce reliance and increase efficiency through central heating controls in each office. In 2023, only three offices relied on natural gas heating: less than 25% of Group operations. An 11% decrease in 2023 further demonstrates the progress made towards reducing our carbon footprint in line with our commitment to achieving net-zero emissions by X and embodying the global Sustainability Staffing Leader.

	2019	2020	2021	2022	2023
Group Heating emissions	43.81	37.3	23.39	25.01	22.22
Progress	-	-15%	-37%	7%	-11%



SCOPE 3 EMISSIONS

Category 1: Purchased Goods and Services

Value-chain emissions in 2023 included a full category scope, aligned with each scope 3 category relevant to the structure of the business. Category 1: Purchased Goods and Services emissions constituted 51% of total emissions in 2023 and were identified as an area where our internal reductions strategy could benefit our supply chain partners. Following a full analysis of our supply chain, highlighting where further collaboration with vendors will provide future mutual emissions reductions, we have set out plans to engage further with select suppliers too reduce emissions in 2024.





Category 6: Business Travel

We believe that it is important for us to visit our clients from time to time to ensure our relationships continue to develop. Our service provision alongside our commitment to being the Sustainability Staffing Leader sets us apart from our competitors, and we are best able to support our clients when meeting in person. We ensure our travel aligns with our commitment to Net-Zero and environmental responsibility through our Sustainable Travel Policy, which clearly outlines when travelling to meet clients is appropriate. Staff must review this policy each time business travel is proposed and are required to follow our 'key principles' to help us reduce our travel emissions.

These include:

- Limiting travel numbers to three employees per trip
- Where air travel is essential, choosing airlines with carbon reduction programmes in place
- Using public transport for city centre visits where possible
- Selecting electric hire cars or taxis

Our travel habits and resulting emissions are also monitored by our ESG committee quarterly to ensure aligned progress with our environmental goals.





OUR SUSTAINABLE FUTURE: NET-ZERO

Since 2020, we have outlined our commitment to supporting sustainable development, embodied by our corporate purpose ‘Creating Careers to Power a Sustainable Future’. The pledges and progress we have made since then has centred around launching a programme of sustainability across our operations. As a global business we have a responsibility to reduce our environmental impact and acknowledge that our greenhouse gas emissions are our largest contributor.

Net-Zero by 2035

We have committed to reaching net-zero emissions by 2035 across all our global operations. This entails a 90% absolute reduction of our value-chain emissions, including high impact categories such as Business Travel, Purchased Goods & Services, and Employee Commuting. Therefore, our near and long-term targets have been created to reflect our ongoing decarbonisation commitments across each scope.

Near-Term Target

(Reduce scope 1 and 2 emissions by 90% by 2028)

From a 2022 baseline year, we reduced scope 2 emissions by 11% in 2023 by switching our offices to use renewable electricity. We have procured renewable energy both organically on-site, and via market-based instruments (Renewable Energy Certificates), prioritising the former in our offices where we have operational control over utilities.

Net-Zero Target

Verified by the Science Based Targets initiative (SBTi) in 2023, we are committed to reaching Net-Zero emissions by 2035. From a 2022 baseline year, emissions rose slightly by 3%, attributed to an increase in business travel during internal restructuring in the second half of the year. Despite this, our main emissions driver, Purchased Goods and Services related emissions, fell year-on-year.



Offsetting our Environmental Impact

At Spencer Ogden, mitigating emissions beyond our value chain reductions is a significant part of our wider sustainability strategy.

When it comes to emissions mitigation, our strategy exists as the following:

- Reduction before offsetting: Since we validated our Science-based Targets, our primary focus and investment relates to decarbonising our value chain. We prioritize minimizing our carbon footprint as we progress towards our Net Zero goals, while offsetting a significant portion of our unabatable emissions on an annual basis.
- Investment in Verified Projects: We ensure our funding is allocated to carbon offset programs that are rigorously audited and verified, supporting only the highest quality projects.
- Alignment to the Oxford Principles for Net Zero-aligned Offsetting: Our portfolio is built with a balanced selection of project types to ensure a mix of immediate carbon reduction, as well as carbon removal: [Furthr Dashboard](#)
- Partnering with environmental experts Furthr, this year, we channelled our offset funding into community-based energy efficiency projects and circular economy schemes for renewable energy generation, whilst also supporting nature-based carbon removal.

Each of our supported projects are of the highest quality, ensuring meaningful environmental and social impact is achieved in each tonne of our offsetting strategy. Our carbon offset investments have been made through taking guidance from the the Voluntary Carbon Markets Integrity Initiative's requirements, recommendations, and supporting guidance. We have opted to compensate for 50% of our total emissions.

PROJECT: MANGROVE AFFORESTATION

Tonnes Offset: 109 tCO₂e

The Problem:

The degradation of mangrove forests in southeastern Pakistan presents a critical ecological crisis, with profound impacts on biodiversity, carbon sequestration, and community livelihoods. Overexploitation, land conversion, and inadequate conservation measures have led to diminished mangrove coverage, threatening the delicate balance of these coastal ecosystems and the services they provide.

The Solution:

This project restores degraded mangrove habitats, enhancing local biodiversity and protecting coastlines from erosion. It engages community members, providing jobs and promoting sustainable land management. As the mangroves flourish, they capture significant carbon dioxide, contributing to climate change mitigation and reinforcing the region's resilience.

Leakage:

The project does not alter the hydrology of the Indus Delta and adjacent lands and maintains wetland conditions, meaning that a leakage value of 0 has been used for this project.

Permanence:

A 10% non-permanence rate was assumed for the trees planted, with significant investment made into mitigating the outcomes of extreme weather patterns. The project itself is also registered under a 60 year monitoring period.





PROJECT: BIOMASS POWER

Tonnes Offset: 655 tCO₂e

The Problem:

With a population of over 1.3 billion, India is fast-becoming one of the most energy-intensive areas on the planet, whilst 9/10 businesses still use fossil-fuelled electricity to conduct operations. Traditional coal-fired boilers used for steam generation at dairy processing facilities contribute significantly to environmental pollution and climate change. These setups rely heavily on coal, leading to substantial carbon impact and inefficiencies due to the non-renewable nature of coal.

The Solution:

Transitioning to a biomass-based steam generation system utilising rice husks presents a sustainable alternative within the dairy industry in Punjab, India. This solution leverages locally available agricultural by products to significantly reduce carbon emissions and promote cleaner production processes, enhancing sustainability and reducing the environmental impact of industrial operations in the region. More specifically, this small project involves the implementation of a 5MW cogeneration power project powered by waste rice husks. The project is designed to meet growing electricity demands as local manufacturing of paper products and general infrastructure develops, without producing increases in fossil fuel energy usage. This shift to biomass significantly reduces greenhouse gas emissions-achieving a reduction of 22,856 tCO₂e during the lifetime of the project.

Project Focus: Circular Economy

This project advances the sustainable circular economy by repurposing rice husks from local agriculture as fuel for steam generation, thus reducing waste and reliance on non-renewable coal. This approach exemplifies resource efficiency, as it transforms agricultural byproducts into valuable energy, closing the loop and minimising environmental impact in the region.

Additionality:

With close to 70% of India's energy mix going towards coal for electricity generation, renewable projects outside of hydro dams have received little funding, with micro-scale projects such as the Chanakya projects being financially unsustainable without funding from the voluntary carbon market

Permanence:

There are no material risks that emission reductions achieved by the project type may be reversed.



PROJECT: IMPROVED COOKSTOVE DISTRIBUTION

Tonnes Offset: 328 tCO₂e

The Problem:

In Burundi, schools heavily relied on non-renewable woody biomass for cooking, contributing to deforestation and increasing carbon emissions. This practice not only strained the local environment but also perpetuated unsustainable fuel consumption patterns in educational institutions, impacting the broader community's ecological footprint.

The Solution:

The project introduced improved cookstoves that utilise renewable biomass, specifically designed for Burundi's schools. By switching from traditional stoves that burned non-renewable woody biomass to ones that use sustainable sources, the initiative significantly reduced the reliance on environmentally harmful fuels. This transition supports local sustainability by promoting renewable energy usage and enhancing the efficiency of resource use in school kitchens, aligning with global environmental standards and local ecological goals.

Project Focus: Community Impact

The project significantly reduces heating costs for 60% of participants, directly alleviating poverty by cutting operational expenses (SDG 1). It also transforms the daily routines of students' parents by substituting the labour-intensive task of gathering firewood with accessible biomass briquettes, enhancing household energy efficiency and freeing up valuable time (SDG 7). This initiative has been pivotal in job creation, generating 138 full-time positions and 20 temporary roles, boosting economic growth and improving community employment rates (SDG 8). Furthermore, by shifting to sustainable biomass, the project contributes to forest conservation, protecting the habitats of local wildlife and promoting biodiversity (SDG 15).

Key Quality Criteria

Additionality:

This project supports facilities that are not able to afford the high upfront cost of new stoves. Carbon credit revenues allow Burundi Quality Stoves to sell the stoves at a significantly reduced price, driving incentive for the reduction activity vs the business-as-usual scenario.

Permanence:

By using livestock manure biomass for briquette production, the avoidance cannot be undone, reducing permanence risks to a negligible level.





Project	Tonnes Offset	Project Developer	VCMI Claim Rationale	Location	Project Type	Tracking	Third Party Verification	Quantification Methodology	Monitored SDGs
Mangrove Afforestation	109	Multiple Developers	CCB Accredited	Indus Delta, Pakistan	Carbon Removal, ARR	VCS2250, CCB	ICONTEC	VM0033	1,2,3,4,6,7,12,14,15
Biomass Power	655	Chanakya Dairy Products Ltd.	Corsia Eligible Project	India	Emission reduction, Biomass	GS4195	KBS Certification Services	AMS-I.C.	7,8,13
Improved Cookstove Distribution	328	Burundi Quality Stoves S.A.	Corsia Eligible Project	Nationwide, Burundi	Emission reduction, Improved Cookstove	VCS2616	LGAI Technology Center, S.A. (Applus+)	AMS.I.E.	1,7,8,13,15

SOCIAL



Our New York office donating backpacks and school supplies to vulnerable students in the city

OUR PACE VALUES

Impactful business requires a continually developing culture. We strengthen our culture by endorsing our PACE values:



People

People, not numbers. We value our clients, candidates, and colleagues by nurturing these relationships



Accountable

Own it. We do what we say we will do.



Collaboration

Embrace teamwork. Support others to achieve our common business goals.



Excellence

Never settle for ordinary. Deliver superior results and exceed expectations.

Our values represent the expectations we have of our employees and the skills that ensures our market-leading position. We encourage our employees to celebrate each other's contribution to these values in the form of peer-to-peer recognitions. For each recognition, we also donate £3 to Cool Earth. By linking recognitions to donations, we enable our employees to champion positive external impact alongside internal development.

In 2023, we collectively sent and received 1,444 recognitions accompanied with a message highlighting why the recipient deserved to be recognised. Below are a few examples of the gratitude that's shared globally through our PACE system.



Our Glasgow team celebrating PACE day with watersports activities

People

Accountable

Collaboration

Excellence



MIRA RAMLI

Office Manager -
Singapore

“

Mira literally always does what she says what she will do. On top of this, she is always coming up with good solutions and is a really valuable member of our team. I've really noticed her support (especially remote) and it is such a help in managing the office.



JAMES PIPE

Executive Director -
London

“

Since re-joining SO James had really helped accelerate our client centric focus. Now in his new role he is really stepping up, working harder than ever and giving it his all to support our strategic and client goals. Thank you James, long may it continue.



MALCOLM BRITTON

Senior Consultant -
Houston

“

As I am typing this, he is helping and guiding members of the team. Always ready to help and grow everyone! Truly one of a kind. I really enjoy working with Malcolm and am very proud of your growth!



ROSIE SCOTT

Senior Learning &
Development Consultant—
Glasgow

“

Rosie has led some excellent training sessions both in person and online so far in 2023. Rosie has a real skill of managing and keeping her training extremely engaging, highlighted this week when she ran a Job Management Mastery course. Thank you Rosie!

WORKPLACE VOLUNTEERING

Our social and environmental impact strategy directly involves the participation of our employees in giving back to the communities and environments where we have offices. To maximise our collective impact, all SO employees are entitled to four volunteering days each year.

Days can be selected by employees to target any charities or causes that they are most passionate about. Our employees may select to enrol themselves, participate in group or team volunteering sessions, or utilise our office-organised volunteer days. We offered a selection of events for our employees to participate in throughout 2023 in line with our corporate purpose and social impact objectives.



Our Denver team swapped their summer party for a PACE day spent clearing invasive species from a local park in the aftermath of Colorado wildfires.

Nourishing Hope – Chicago

In 2023, our Chicago office volunteered with Chicago food pantry Nourishing Hope on four occasions. The charity aims to provide healthy meals to homeless and other marginalised groups, as well as supporting solutions to address the root causes of hunger in the city.

Choosing to organise group activities for the office, the team helped to sort, prepare, and serve food to those in need. During the sessions, over X meals were cooked and served by the SO team. Each volunteer day used by our employees contributed to empowering a vulnerable individual to beat hunger.



Whitechapel Mission – London

Our London office partnered with Whitechapel Mission in 2023, committing to organising multiple volunteer days throughout the year. The charity provides comprehensive support to homeless individuals in London, from a cooked breakfast and shower every morning, to housing and employment advice.

Members of our London team took part in two Breakfast Challenges throughout the year, cooking and serving over 550 breakfasts, teas, coffees, and toiletries to the community.

Each breakfast provided the homeless individuals with a positive start to the day in preparation for further support for their situation. The partnership reflects our vision to empower diverse individuals to succeed, whilst giving back to our local communities.



Clean Up Australia- Perth

Clean Up Australia is an environmental conservation charity whose goal is to ‘help clean up Australia every day’. Led by Principal Consultant, Gabby Bernedo’s efforts to regularly organise volunteering for the office, the Perth team participated in rubbish collections in the Milyu Nature Reserve. Spending the day filling bags with recyclable and non-recyclables, they collected Xkgs.

Our Perth office’s commitment to volunteering helped to protect local environments from pollution in alignment with our corporate purpose to endorse a sustainable future.



EQUITY, DIVERSITY & INCLUSION (E,D& I)

E,D&I underpins our success as a business. Alongside our values and industry-leading academy, our people are our most valuable asset. So, we encourage and support them to be the best version of themselves by reducing involuntary bias and creating a meritocracy in all our offices. Our goal of becoming the Sustainability Staffing Leader encompasses more than environmental challenges; it holds us to account for our social practices, too. In 2023, we launched a range of initiatives and groups to promote diversity and build an inclusive culture for our teams to succeed.

Demographic	2022	2023
Sales	37%	50%
Support	76%	64%



Collaboration Champions

Our employees are encouraged to support their heritage, values, and culture at work through Collaboration Champions networks. Each Spencer Ogden region (APAC, EMEA, North America) has a voluntary, open discussion group who meet frequently to plan the annual calendar of events in each office. The events are scheduled around our awareness days and aim to support and increase awareness of a variety of cultural events during the year. The groups supported individuals in 2023 to celebrate events such as PRIDE, Earth Hour, Diwali, and Memorial Day alongside their peers in an open, collaborative space. Our value is derived from our connectivity as people and by encouraging working together outside of KPI driven metrics, we continue to create a culture of empowerment.

A few notable projects this year have been:

PRIDE Bake Sale - London

Our London office ran a dedicated PRIDE bake sale, inviting employees to bring in baked goods to sell and raise money for Mosaic Trust charity. Their work supports, educates, and inspires young LGBT+ individuals in programmes and activities celebrating difference. Collectively, the office raised £X towards supporting Mosaic Trust's goals. During PRIDE month, employees were also able to join a themed film club, share experiences with other colleagues, and decorate the office to raise awareness even further.



Female Representation

Through our targeted support for employees throughout their career and networks such as Collaboration Champions and Women in Leadership, in 2023 we increased Group representation of women from 46% to 55%. New opportunities to grow our Dusseldorf office, as well as standout female promotions and excelling talent across our US office contributed largely to the increase in women's representation.

Female representation in support services in 2022 was high, at 76%, compared with 37% across our sales teams. In 2023, our combined efforts to introduce initiatives and support equitable employee growth within the business saw these figures centre much closer to our 50% goal.

We achieved this target across our sales teams, increasing representation by 13%. Our support function has also seen progress towards equality of gender diversity, with a 12% reduction in female representation. We think balanced, collaborative functions promote healthy deliberation within teams and increase the efficiency and satisfaction of all employees. Therefore, efforts will continue in 2024 to increase consistency of representation around this metric.

Gender Diversity

Absence of preconception and bias is critical for enabling effective, diverse talent acquisition. We ensure impartiality in our internal recruitment process by using psychometric testing to ascertain suitability for a role, before face-to-face or video interviews are conducted. This reduces the opportunities for involuntary bias to impact our processes and ensures meritocracy and consistency of experience for applicants.

Multi-ethnic representation was recorded at 42% across the Group in 2023. Increasing from the previous year, this emulates the growth in diversity that we target as a business, seeking to emulate the demographics of the locations where we have offices.

In 2023, 54% of support function employees identified as multi-ethnic. Increasing marginally from 2022, the proportionality is testament to our open hiring process and meritocratic structure of career development within the business. We provide a platform for diversity to be celebrated within our teams and ensure equality of opportunity for all employees.



In 2023, a Women in Leadership group was established to aide female employees and to empower confidence in women taking the path into leadership. The network is represented by our Chief Financial Officer, Catherine Phillips; Group Head of People, Miranda McMillan; and Global Learning & Development Director, Carly Brunsdon. and supports over 30 female employees in EMEA to pursue their leadership goals. The community has held interactive forums and events tackling development of behaviours and skills to cultivate mindsets and process for female leadership empowerment.

We plan to expand the programme in 2024 to our APAC and North America regions.

55%

Female Representation Globally



42%

Multi-Ethnic Representation





THE SOAPBOX WITH MINDY PREFLING

In 2023, Mindy Prefling, Associate Director in our Key Accounts division, tackled several social issues on her podcast entitled SOapbox. Running regular sessions from our Denver office, Mindy discusses common challenges and issues faced by individuals and businesses within the renewables sector. The podcast brings together thought-leadership opportunities on E,D&I, business, and leadership with the industry’s most senior, impactful leaders. Listed below are a few of the topics that were covered in 2023:

[S3 EP1: The Importance of Diversity when Building a Team](#)

[S3 EP2: Leadership, Representation, and Renewables](#)

[S3 EP3: Unconscious Bias and Breaking Old Traditions when it comes to Hiring](#)

[S3 EP4: Leading a Team to Success](#)



S3 EP1: The Importance of Diversity when Building a Team

In this episode Mindy is joined by Jennifer Goodwillie who provides in-depth insights into the effects on diversity and inclusion when building teams. They discuss the impact of company size on team diversity and the importance of long-term strategies to create diverse, representative talent pools, as well as the benefits of cross industry collaboration and diversity of thought in the sector.





GOVERNANCE



OUR GOVERNANCE VALUES

As a global business, we embrace our responsibility to govern with integrity. We adhere to the highest professional standards in managing risks and compliance alongside our international clients and candidates, as well as fostering accountability and transparency for our internal processes.

Our dedicated Compliance and ESG teams have grown to reflect the growing complexity of the international regulatory locations.

We have continued to develop our governance frameworks to align with our corporate purpose and values, whilst promoting regulatory stewardship and setting the example in our industry. Our ED&I, ESG, and Energy Champions committees support our approach to governance and promote communication and inclusion within Spencer Ogden.

How have we developed our governance approach?

- Engagement with clients to assess ESG factors such as compliance with local commercial laws, climate change mitigation, and active diversity and inclusion practices
- Fully integrated ESG risk management framework
- Established ESG committee to lead ESG governance



RISK MANAGEMENT

We conduct regular reviews across regulatory, legal, climate, ESG, financial, personnel, information security, and health and safety risks. Risks are assessed and categorised annually within our Risk Management Summary, which facilitates Board-level discussions of our management framework and processes across four types of risk:

- 1. Commercial
- 2. Legal
- 3. Financial
- 4. Operational

Our approach enables us to describe, analyse, report, and monitor risks and controls across the entire business, to address any opportunities for improvement.

In 2023, we upgraded climate change to an emerging risk requiring continual monitoring as a result of its dual materiality effect on business operations. We observed the long-term impact and presence of opportunities for the business to harness climate change mitigation to strengthen our position to offer services within sustainable markets, whilst simultaneously reducing physical risks to the business by supporting environmental stewardship in our operations.



Our accredited Quality Management System (QMS) provides layers of risk management for all business operations globally. The system is governed by our ESG team, who perform regular audits across our relevant departments to ensure the consistency and robustness of our service and risk management. Risk assessments are conducted as part of the annual audit schedule to determine the updated categorisation of each risks following changes and updates to the business.



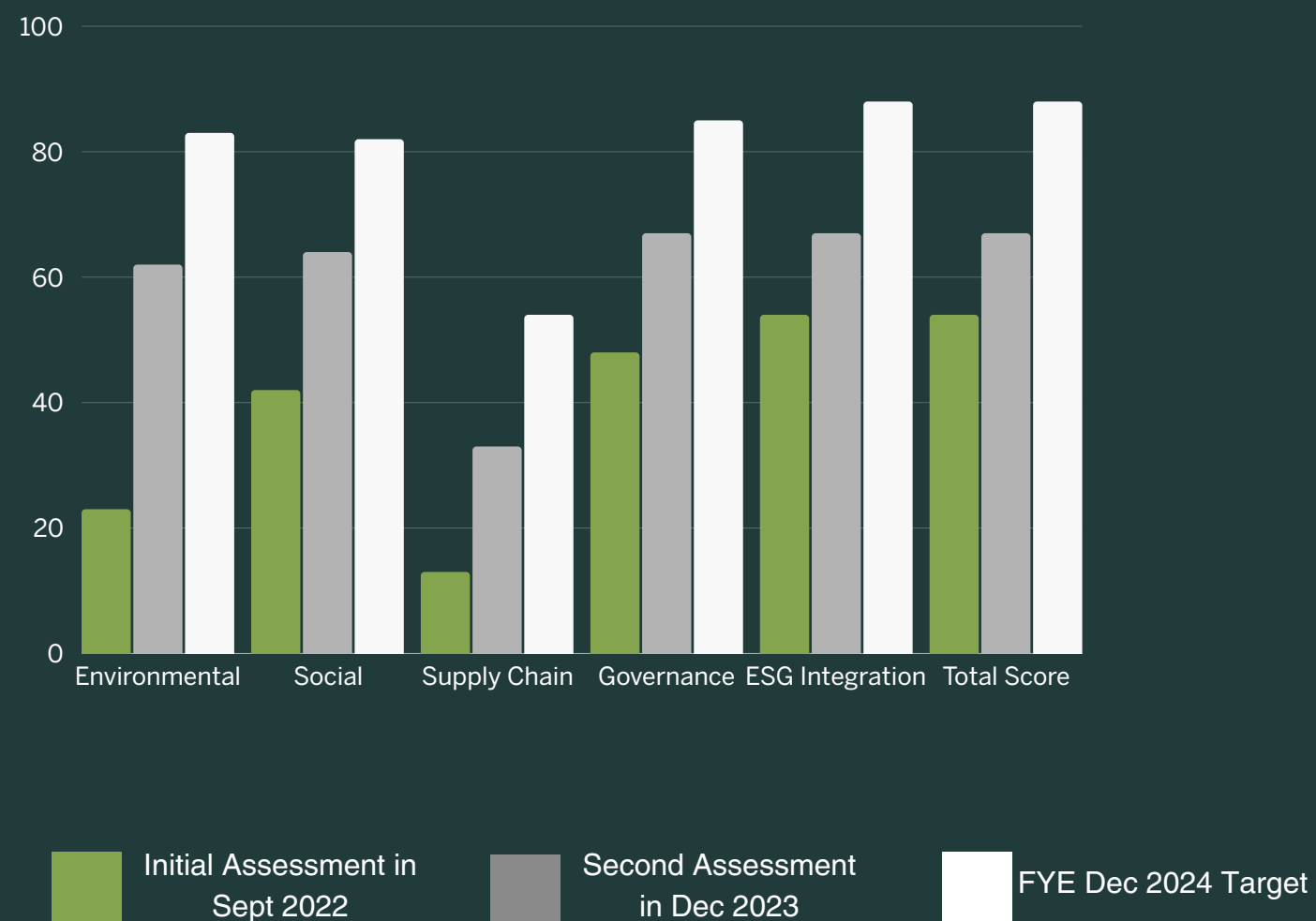
Adoption of our ISO Environmental Management System (EMS) demonstrates our commitment to environmental responsibility alongside our broader ESG commitments. International recognition of our EMS allows our clients and wider network to trust our adherence with environmental regulation, but also our dedication to continually improving our environmental processes to reduce our physical and transitional risks as we approach our Net-Zero emissions target. We also ensure continual improvement of our service provision to clients and candidates through our commitment to developing our EMS in line with our commitment to being the Sustainability Staffing Leader.

ESG INTEGRATION

In alignment with our corporate purpose, we have integrated ESG into our standard governance processes. In 2023, we completed our second ESG assessment with third-party ESG consultancy Sustainable Advantage, achieving a 25% increase in score (pictured below).

Figure 6: ESG Performance Summary

Summary of ESG Performance



Their annual proposals help to inform the actions we take to integrate sustainability into our business operations, ensuring our progression. We completed an ESG double materiality assessment for our stakeholders which would outline the framework for our progression towards our near-term Net-Zero and strategic ESG goals.

We have expanded our annual review process to integrate ESG as a standing agenda item for Board meetings. Our ESG team compile quarterly profiled updates across our measured ESG metrics to communicate to the Board, which supplements our ESG agenda throughout the year.

In 2023, we also introduced our ESG and Energy Champions committees to guide our review and communicative efforts to lead strategy and develop awareness across our offices. Both groups have multi-level representation, including Board members. This allows actions to be delivered efficiently, whilst including inputs from less senior representatives in our three regional locations.

Figure 7: ESG Committee Organisation Chart



ETHICS & COMPLIANCE

Upon joining, all employees are required to review and confirm agreement with our Code of Conduct, Anti-Bribery policy, and Employee Conduct. Included within our Staff Handbook, these mechanisms ensure accountability is ensured throughout our business. We expect our internal and networks to reflect the standards we hold ourselves to in providing services to our clients and candidates.

We also expect our supply chain partners to comply with our moral and legal standards. All management companies must uphold relevant legislative requirements in their operational locations and in line with our policies on Anti Bribery and Corruption, Data Protection, and Sanctions.

Data Protection

As a global recruitment business, we manage large amounts of personal data to be able to offer the best solutions to both candidates and clients in employment markets. Our employees are trained to ensure they understand the responsibility of data privacy throughout our operations, in line with our Data Protection Policy. All data is processed in accordance with the applicable data protection laws and rights of the individuals are protected. We observe the following principles when processing personal data:

- Ensuring any personal data is processed for a specific purpose is adequate, relevant, and not excessive for that purpose
- Keeping personal data for no longer than is necessary
- Keeping personal data secure against loss or misuse

In 2023, we took steps to ensure call data privacy would be safeguarded globally by preparing to change our phone systems. Not only will this protect our network's data private, but also provides greater compliance with laws governing data consent during phone calls. We plan to roll out this initiative globally in early 2024.



Kasey in our Perth Office

Learn more online at:

<https://www.spencer-ogden.com/>

We welcome your comments and questions regarding this report. Please contact us at:

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