THE CALISEN SUSTAINABILITY STANDARDS AND GOVERNANCE REPORT

CALISEN
Smarter energy for all

Contents

Introduction and context **5**
What Sustainability, Climate Change, and the reporting ecosystem means to Calisen 5
Reporting and performance 7
Our reporting processes 7
Our ESG reporting 7
Reporting standards & frameworks 7
ESG disclosures 8
Methodology 8
Workshop methodology 8

Sustainability, Climate Change and Nature Governance **9**
Governance structures, accountability & stewardship 9
Board oversight 10
Management oversight 10
Accountability and stewardship 10
Assurance 11
Linking Sustainability and Climate Change to KPIs and remuneration 11
Policies 12
Certifications & accreditations 12
Process for reviews and updates 12

Calisen's Approach to Sustainability Risk Management **14**
Enterprise risk management 14
What risks do we look at 14
Risk identification and management 14
How risks are scored 14

Climate Change and Nature Strategy and Risk Management **15**
Climate Change and Nature strategy and ambitions 15
Climate Change risk management processes 15
Identification 15
Prioritisation 17
Climate and Nature related risks (threats and opportunities) 17
Assessing resilience through scenario analysis 19
Assessing financial materiality, position, and performance 21
Managing risks and input to strategy 22

Sustainability-related Governance **23**
Responsible procurement 23
Information security 23
Health and safety 23
Whistleblowing 24
Anti bribery and money laundering 24
Fair labour practices 25

Sustainability Data, Metrics, and Targets **26**
Alignment with international regulatory frameworks 26
Key performance indicators and SDG alignment 26
Climate and Nature data and metrics 31
GHG emissions 31
Actions taken during 2024 to reduce emissions 32
Asset exposure to Climate-related risks and opportunities 32
Internal Carbon Prices 32
Remuneration 33
Climate targets 33
Net Zero by 2030 33
Helping the UK meet its climate targets 34
Additional nature-related metrics and targets 34

Annex **35**
SECR 35
Life Time Carbon Reduction
Analysis Assumptions 37
Smart meters 37
Assumptions 38
Electric vehicle charge point installations 39
Assumptions 39
Heat pump installations 39
Assumptions 40

Index tables **41**
SECR 41
ISSB S2 42
TFCD 45
TFND 47

Introduction and context

What Sustainability, Climate Change, and the reporting ecosystem means to Calisen
Calisen ("the Company") is committed to making a positive impact on the world. The entity's journey towards sustainability is driven by a determination to create a greener and more equitable future. Calisen recognises the global impact of Climate Change on global weather systems, and that Climate Change represents a potential threat to all modern global society. The Company acknowledges that society, including business, must act against Climate Change, working with governments and communities to support the transition to a low-carbon economy, and strives to embed this into its own business-as-usual. Calisen is deeply committed to reducing its carbon footprint and promoting smarter energy solutions.

Risk Management is a core component of frameworks such as Task Force on Climate-related Financial Disclosures (TCFD), Task Force on Nature-Related Financial Disclosures (TNFD), and International Sustainability Standards Board (ISSB), and is now considered best practice in addressing challenges related to Sustainability and Climate Change. Calisen are committed to ensuring that, through understanding risks and opportunities and their impact on the environment, they effectively measure relevant risks and maximise opportunities for all stakeholders. In doing so, the Company hopes to move towards a sustainable future.

In 2021, Calisen began reporting Climate Change information in line with the TCFD. Although no longer a listed company, they have chosen to continue to voluntarily report on TCFD. In 2023, Calisen began aligning to TNFD in an integrated manner alongside TCFD. This joined-up approach helps to avoid the pitfalls of siloed thinking and equip the Company to address the risks and opportunities ahead. The UN Sustainable Development Goals have also considered in previous sustainability reporting. Now, for the 2024 reporting year, Calisen aims to continue to evolve reporting to recognised market developments, including building on reporting systems to align with the International ISSB.

By integrating the 4-pillar approach used by all three of these frameworks, Calisen ensures robust governance, strategic planning, and risk management processes that enhance their resilience against climate impacts. The primary objective has been to capture any emerging risks and opportunities that may arise, whilst also testing resilience. In turn, this informs the development of a robust business strategy that can evolve with the changing climate.

The voluntary adoption of TCFD and the ISSB standards underscores Calisen's dedication to transparency and accountability in sustainability reporting. ISSB S2 requires comprehensive disclosures on Climate-related risks and opportunities, enabling stakeholders to understand how these factors influence Calisen's financial performance and strategic decisions. Calisen are committed to evolving the reporting processes to account for these enhanced disclosures.

2022

- Resourcing sustainability (New roles & Lateral hires)
- Ambitions updated and aligned with strategy - targets and action plans
- Focus on data collection - emissions, EDI etc.
- Sustainability Strategy update
- Baseline Report
- Benchmarking
- Initial TCFD
- EcoVardis - Bronze award
- Enhanced emissions reporting - scopes 1, 2 & 3
- Embedded ESG risks within ERM
- CDP - C scoring
- Mini-scenario analysis conducted for TCFD x 2
- Strategic adjacent growth - EVs

2023

- Second TCFD (improved data and reliance information as per mini SA)
- Strategic adjacent growth - heat pumps business
- ESG Materiality Assessment (micro)
- Second party opinion - Green Financing
- Charitable Trust creation
- CDP – B- scoring

2024

- Develop action plans to deliver on EDI and social impact ambitions
- Construct timeline for reporting requirements and required inputs
- TNFD/SASB/ISB - manage and disclose impact on nature
- Engage supply chain on sustainability
- TCFD x3
- CDP- B Scoring

2025 and beyond

- ESG Materiality Assessment (macro) - stakeholder engagement
- Upskilling sus team & employee base
- Emissions workbooks - updating, aligning, enhancing - dynamic reporting - grey fleet analysis
- Communicating impact; engaging stakeholders
- Engage supply chain on sustainability

Reporting and performance
At Calisen, we are continually evolving our disclosures to align with best practices and enhancing our datasets by evaluating our performance and improving accuracy through external systems and assurance. Our ESG performance has been analysed and benchmarked by external rating agencies including CDP. Similarly, we are starting the process to align with global reporting frameworks including International Sustainability Standards Board (ISSB). We are aware of the need for a double materiality approach to identify material topics and will be looking into that during 2025.

Our reporting processes
(TNFD Governance; TCFD Governance; ISSB S2 Governance)
On a regular basis, the Executive Committee meets and all top-rated risks are reviewed and all mitigating actions agreed according to our detailed risk appetite statements. These risks and associated actions are then reviewed by the Audit and Risk Committee and Board at least annually.

To support this process, our Internal Audit team schedules audits utilising a risk-based approach method. This provides an extra layer of support, to ensure the controls and actions that are being implemented are effective. At least annually, all frameworks, policies and processes are reviewed to ensure they still reflect current business practices. This is in line with and part of our continuous improvement.

For more detail on our risks please see the Annual Report on Accounts for 2024.

Our ESG reporting
(SECR – Methodology)
We look at our ESG performance holistically and we encompass a range of factors, including our environmental impact, the impact on our employees, and our influence on the wider community. One of the primary indicators of performance we use to monitor our progress, is the reduction of carbon emissions. We use the internationally recognised GHG protocol to measure both direct and indirect emissions resulting from our operational activities, ensuring accuracy and consistency in our calculations. Our reporting encompasses all emissions from our business activities across all our sites and operations. In 2025, we will aim to focus on looking at how to evaluate the impact we have on our community and society; this was an aim for 2024; however, more focus was given to the diversity data first, as well as obtaining verification on some of our emissions data.

Reporting standards & frameworks
To standardise our reporting we have adopted a number of standards, frameworks and protocols. These help to us collect the right quality and quality of data to improve and broaden our disclosures. They include:

- The UN Sustainable Development Goals (SDGs), which enable us to view our performance and strategies through a global lens. These globally recognised goals drive the move towards a fair and sustainable future for all. For more, see page 27-31 for more on our alignment and ambitions with the SDGs.
- TCFD The Task Force on Climate-Related Financial Disclosures (TCFD) has enabled our organisation to focus on recognising and mitigating risks related to climate change. Our disclosure framework encompasses an assessment of both physical and transition risks. For more, see pages 16-23.
- TNFD The Task Force on Nature-Related Financial Disclosures (TNFD) has enabled our organisation to look at nature related risks that may affect our operations as well as our supply chains and look at any mitigating actions that may be required. For more, see pages 16-23.

ESG disclosures
We have engaged a leading independent ESG rating agency to help us assess our performance in comparison to our global peers: CDP- We have submitted our information to the Carbon Disclosure Project (CDP) since 2021. In 2024, we improved our rating from a “B-” to a “B” compared to the previous year. Our rating of “B” places us above the average global score.

Methodology
(TNFD Risk Management; TCFD Risk Management; ISSB S2 Risk Management)
Several techniques have been utilised in the development of Calisen’s Sustainability and Climate Change Strategies and endeavours; the content contained within this Report. These include desktop studies and information gathering, data collection and quantitative analysis, and live interactive workshops. The latter involved activities and techniques regularly employed in organisational risk management and scenario analysis. In all cases, International best practices have been used to supplement practices already in place within Calisen. Initial review of corporate level context and objectives was undertaken to understand changes in context.

Workshop methodology
(TNFD Governance; TNFD Risk Management; TCFD Governance; TCFD Risk Management; ISSB S2 Governance; ISSB S2 Risk Management)
Many of the key findings and progress made against the recommendations of TCFD and TNFD (and ISSB) were identified and made through a series of interactive workshops held during 2023 and updated in 2024. In these workshops, Calisen’s Risk and Sustainability team, led by the Risk and Sustainability Director, worked with ESG consultants to identify and prioritise Climate and Nature-related risks and opportunities within Calisen’s direct operations, as well as in our upstream and downstream value chains. Risks were identified over short-, medium- and long-term time horizons, including those that were deemed to have the potential to impact the company through to 2050. Calisen created specific scenarios to evaluate them, and to provide input into the TCFD/TNFD aligned report.

Three scenarios were developed in accordance with published Network for Greening the Financial System (“NGFS”) scenarios. Following scenario development, the ‘base case’ risk profiles developed during the risk prioritisation exercise was stress-tested through the series of Climate Change scenarios. Risks were re-considered and re-prioritised in each scenario over different time horizons of aligned to Calisen’s current strategy planning time horizons, i.e. 0–1 year (short-term), 2–8 years (medium-term) and 9–30 years (long-term) (2030 to 2050).

Further discussion of methodology and activities undertaken throughout this workshop process, including outputs, can be found in the Climate Change and Nature Strategy and Risk Management section of this report.

All data presented within this report covers the period 1st January to 31st December 2024.

Sustainability, Climate Change and Nature Governance

Governance structures, accountability & stewardship
Having a robust corporate governance structure at Calisen ensures that the Company can deliver against strategic priorities and create long-term value for all stakeholders.

The Board is responsible for ensuring that the Group meets its obligations and addresses the risks and opportunities in relation to the overall sustainability agenda, including climate and nature-related issues.

The Audit and Risk Committee

(ARC) plays a crucial role in helping the Board oversee Calisen's system of internal controls, corporate reporting and risk management which includes TCFD reporting. The committee reviews the effectiveness and adequacy of Calisen's system in these areas and discusses with the Executive Committee and auditors, their assessment of Calisen's management practices, policies and systems.

The ARC is made up of representatives from the shareholders, the Chair, CEO, CFO and CRO.

During 2024 the committee will start to include the review of nature related risk also.

The Sustainability Steering Committee

(SSC) plays a crucial role in helping the Board responsible for managing sustainability activities within the company. The SSC is a management committee chaired by the Group CEO. This includes five members one from risk, compliance, operations, the people team and company secretariat, as well as external specialists if necessary. The SSC's main objective is to help the Board develop the Group's sustainability strategy and goals, oversee social and environmental (climate and nature) risks, and ensure Calisen's compliance with mandatory and voluntary disclosures, such as TFCD and SECR reporting, among others.

Figure 1 - Governance structure in relation to Sustainability, including Climate and Nature

A strong and effective Board of Directors, along with robust governance practices, plays a crucial role in guiding the direction of Calisen. The Company has established clear governance structures and reporting mechanisms to ensure that the Group meets its Sustainability and Climate Change responsibility and ambitions. Calisen has established committees, including the Sustainability Steering Committee (SSC) and the Audit and Risk Committee (ARC), and TCFD Working Committee, to address specific aspects of Governance.

Board oversight
(TNFD Governance; TCFD Governance; ISSB S2 Governance)
The Board of Directors is proactive in driving collaboration and promoting the integration of our ESG targets and aspirations. The Board is responsible for ensuring that the Group meets its obligations and addresses the risks and opportunities in relation to the overall sustainability agenda, including Climate and Nature-related issues. This includes the risks and opportunities created by Climate Change and by the transition to a low-carbon economy.

Management oversight
(TNFD Governance; TCFD Governance; ISSB S2 Governance)
Management responsibility for sustainability activities, including Climate Change, sits with the SSC. The SSC is a management committee chaired by the Group CEO with members drawn from risk, compliance, people team and operations and the Company secretariat, and support from external specialists as required.

The SSC's main objective is to help the Board develop the Group's sustainability strategy and goals (including Climate Change goals), oversee social and environmental (Climate and Nature) risks, and ensure Calisen's compliance with mandatory and voluntary disclosures, such as TCFD, ISSB, and SECR reporting, among others. The SSC reports to the Board on a quarterly basis, and the Board reviews progress against the Sustainability Strategy and key developmental milestones.

Throughout 2024, the SSC met at least quarterly and worked closely with the sustainability team to develop action plans aimed at implementing the sustainability strategy. The committee also provided the Board with quarterly updates on progress and delivery. As we look ahead to 2025, Calisen will actively engage with the communication teams to ensure that our key stakeholders are kept up to date with our progress and that we share valuable knowledge that can help them understand their impact more significantly

The ARC plays a crucial role in helping the Board oversee Calisen's system of internal controls, corporate reporting, and risk management, which includes Climate- and Nature-related reporting. The Committee reviews the effectiveness and adequacy of Calisen's system in these areas and discusses with the Executive Committee and auditors, their assessment of Calisen's management practices, policies, and systems.

The Risk Committee is responsible for monitoring and reviewing Climate-related risks and opportunities. The ARC is made up of representatives from the shareholders, the Chair, CEO, CFO. Within the Committee there are also representatives from the SSC. The Committee meets every month, or more frequently as circumstances dictate.

Accountability and stewardship
(TNFD Risk Management, TCFD Risk Management; ISSB S2 Risk Management)
In 2024, costs and resources required to help meet climate risk and sustainability ambitions were built into budget and planning processes, which enabled work with external experts to develop a Sustainability Strategy, integrate sustainability within our enterprise risk management approach, and to produce action plans for further activities against which the Board can measure. In addition, we have undertaken a scenario analysis for all Climate-related risks using an action vs. impact matrix.

In 2024, Calisen committed to ensuring that key stakeholders have the relevant knowledge to drive the sustainability agenda and that all stakeholders understand the impact they can have.

Calisen undertakes a skills review annually to determine whether appropriate skills and competencies are available or will need be developed to oversee strategies designed to respond to Climate-related risks and opportunities. This includes a review of relevant role profiles. All relevant individuals undertake internal training to refresh or upskill current knowledge in relation to understanding and manage climate and nature related risks and opportunities.

Assurance

Calisen are continually evolving disclosures to align with best practices and enhancing datasets by evaluating performance and improving accuracy through external systems and assurance. ESG performance has been analysed and benchmarked by external rating agencies including CDP, receiving an improved score of "B" based on 2023 performance and "B-" score. This rating of "B" places Calisen above the average global score. Calisen have an objective to achieve a CDP rating of A- in 2025.

Similarly, Calisen have started the process to align with global reporting frameworks including the International Sustainability Standards Board (ISSB), with the objective to fully disclose in line with ISSB S2 in 2026 (for the reporting period of 2025), and ISSB S1 in 2027 (for the reporting period of 2026).

Calisen recognises that investors are increasingly focused on companies that are making a positive contribution to delivering net zero. During 2023, as part of a refinancing activity, Calisen's strong environmental credentials allowed the entity to position a new £325 million loan as a Green Bond. To do this, Calisen worked closely with a specialist adviser, DNV, and gaining independent assurance that has helped to drive the strong demand as seen from the market.

The green bond also demonstrates to the finance and investor communities that the activities undertaken by Calisen are eligible under the green categories of energy efficiency and clean transportation in accordance with the International Capital Market Association ("ICMA") for the Green Bond Principles ("GBP") 2021 and the Loan Market Association (LMA) Green Loan Principles (2023).

In addition, DNV recognises the nature of Calisen's business model as providers of EU Taxonomy eligible activities, and recognises that the investments to be undertaken will provide a positive environmental impact.

Calisen are aware of the need for a double materiality approach to identify material topics. The entity has already undertaken initial assessments of financial materiality of Climate Change related risks and opportunities, and are exploring the delivery of a Double Materiality Analysis in 2025. This will help Calisen to understand, what each key stakeholder holds a material to them and where any changes in strategy are required .

Linking Sustainability and Climate Change to KPIs and remuneration

(ISSB S2 Metrics and Targets)

Calisen's strategic scorecard ensures that remuneration and incentives are aligned with Company goals and objectives, and considers Climate Change. Performance against ESG metrics sits at the heart of the scorecard, rewarding sustainable achievements, strengthening practices and reflecting our Social and Climate Change goals.

Calisen have developed a set of clear key performance indicators that are shared with senior leaders where these are cascaded down to all employees to encourage and reward behaviours that act to reduce the impact of Calisen on the environment. Using a baseline of 2023, these performance indicators include having net zero operations by 2030, ensuring a 100% of our operational waste is diverted from landfill by 2030, and by 2030 we will have reduced our scope 3 emissions by 25%.

Calisen take a balanced approach when scoring against KPIs, and they are scored in alignment with the overall target set. The strategic scorecard used by Calisen to assess performance includes details pertaining to climate related targets and is applicable to all employees.

Policies

Calisen's comprehensive policies and code of conduct form a solid base for consistency throughout all our activities and operations. As a standard part of our onboarding process, key policies are systematically distributed to all new employees. We actively check that employees understand these policies, whether through online training or integrated into their onboarding training. Our policy management system ensures that all policies are readily accessible via our online policy management system for our entire workforce at all times, fostering a culture of transparency and compliance.

Certifications & accreditations

At Calisen, we have implemented multiple governance and management frameworks to ensure that we conduct our business in a responsible and ethical manner. Our management systems cover various areas such as quality, health and safety; information security; environmental practices; and business continuity. These frameworks help us to document and continually improve our operational practices while ensuring compliance with legal and voluntary standards. In 2024, we retained our ISO accreditation across all our sites, both UKAS and non-UKAS, with no major non-conformances raised. In 2025, we plan to start the process to transfer all non-UKAS certifications to become UKAS; we understand that this will be a gradual process, but aim to complete it within a 24-month window.

Process for reviews and updates

(TNFD Governance; TNFD Risk Management; TCFD Risk Management; ISSB S2 Risk Management)

All policies, including those relating to Climate Change, are regularly reviewed and updated by senior leaders and the executive committee to ensure compliance with the highest business standards and relevant regulations. In instances of significant policy updates, employees are requested to revisit them and attest to the changes accordingly. In 2024, we actively started consolidating our policies to make reviewing them even easier and more efficient for our teams to read and acknowledge.

The Risk Committee is responsible for monitoring and reviewing the risks and opportunities related to Climate Change and Nature (viewing both holistically). The Risk and Sustainability team manages the overall plan, and the overall objectives are monitored and challenged, if applicable, by the SSC. The Board conducts an annual review of the Company's current position and ongoing action plan.

Calisen has the objective to conduct a full review of the Risk Register in 2025 to ensure it reflects current strategy. This will include undertaking risk management sessions to ensure all risks are covered and have controls identified across all key departments within the business. Calisen also has the objective to conduct a risk mapping exercise, including ESG and Climate Change, for any new key projects across the Calisen portfolio.

This Risk Committee assists the Board in the oversight of the risk management system. The Committee assesses the overall risk appetite, tolerance, and response for all current, new, and emerging risks, including Climate- and nature-related risks, with the support of the SSC. The Committee advises the Board on the risk aspects of proposed changes to strategy and strategic transactions, focusing in particular on implications for the risk appetite, tolerance, and strategy of the Company. This Committee consists of senior leaders from across the business. The Committee meets every month, or more frequently as circumstances dictate.

Calisen are proactively managing potential disruptions from supply chain issues, regulatory changes, and weather variability. The entity is also working with supply chain partners to ensure disaster recovery plans are in place, maintaining close contact with regulatory bodies, and equipping field teams with PPE and training to ensure their safety.

On a regular basis, the Executive Committee meets and reviews all top-rated risks and all mitigating actions, including those related to Climate Change, in line with Calisen's detailed risk statements.

Calisen's Approach to Sustainability Risk Management

Enterprise risk management

Calisen have adopted an extended enterprise model to gain a comprehensive understanding of our internal and external risk context. By considering core activities, inputs and outputs of the value chain (and influences on it), we have developed a holistic view of our operating environment and the key risk areas we face. The management of climate- and nature-related risks is integrated into our multi-disciplinary company-wide risk management process. The objective of this procedure is to identify and control risks upstream and downstream in order to ensure the positive business development of the organisation and effective risk reporting.

What risks do we look at

At Calisen we ensure we review the full spectrum of risks on a regular basis. We have principal risks, the risks that are affecting the business in the here and now (short term); emerging risks, the risks that we are aware of happening but have not happened yet (medium term); and future risks – these are the risks that are picked up during our horizon scanning exercises and are scenario analysis exercises, in particular, with ESG-related risks.

Risk identification and management

Calisen has not changed its processes for identifying and managing risks compared with the previous reporting period. The Board's appetite for risk in these areas in the context of executing our strategy and the focus of our risk mitigation actions are set out below. Assessment of risk is a constantly evolving process as risks change and the business develops. Therefore, the Board has put in place systems, which form an essential process in the Group's Risk Management Framework, for the ongoing identification, evaluation and management of the principal risks faced by the Company. During the year, the Board has carried out a robust assessment of principal and emerging risks, by conducting horizon scanning and scenario analysis, and overlaid this on to the risks that are currently recorded on the risk register.

How risks are scored

Risks are systematically evaluated with a focus on their potential impact, employing an impact and action model that delineates the gross, current and target ratings of each risk. This model also facilitates the determination of the necessary measures that must be taken to bring the risk to its intended target level, ensuring alignment with our risk appetite. Beginning in 2023, we dispensed with the use of likelihood in the risk assessment process and instead, we adopted an approach that is gaining in popularity, relying on action. Our decision to do so was based on the observation that likelihood introduced ambiguity at certain levels of appraisal. Conversely, action offers a precise course of action to be taken to bring the risk back in line with our tolerance.

Climate Change and Nature Strategy and Risk Management

Climate Change and Nature strategy and ambitions

In alignment with the requirements of ISSB S2 and the recommendations from TCFD and TNFD, Calisen has developed a comprehensive strategy to address Climate- and Nature-related risks and opportunities. This strategy is designed to support our long-term sustainability goals and contribute to the wider national and global efforts to achieve net zero emissions.

The following sections will detail Calisen's approach to identifying and managing Climate-related risks and opportunities, as well as methods for assessing resilience through scenario analysis. The specific Climate-related risks and opportunities identified are also outlined, alongside how these are prioritised and addressed within the overall risk management framework.

Calisen's strategy is not only about mitigating risks but also about identifying and acting on opportunities that may arise from the transition to a low-carbon economy. This includes exploring new technologies, improving energy efficiency, and engaging with stakeholders to drive collective action towards a sustainable future.

Calisen will continue to develop this strategy, building in Climate-related considerations into overall strategic development via the avenues discussed in board and sustainability Steer Co meetings.

Calisen has made the commitment that sustainability and climate related targets are embedded at the heart of the business strategy, and all decisions that are made are aligned to this approach

Climate Change risk management processes

(TNFD Risk Management; TCFD Risk Management; ISSB S2 Risk Management)

Identification

As per the requirements of ISSB S2, and the recommendations from TCFD and TNFD, risks and opportunities related to Climate Change and Nature can be categorised as:

- **Transition Risks:** both threats and opportunities which are associated with transitioning to a low-carbon economy. This includes risks and opportunities related to Market, Technology, and Policy and Legal changes, in addition to changes to Reputation.
- **Physical Risks:** both threats and opportunities which are associated with the physical impacts of Climate Change and degradation of Nature. These are then further categorised into Acute (short-term and abrupt risks that arise from specific events such as storms or forest fires) or Chronic (those which are gradual and prolonged).
- **Systemic Risks:** both threats and opportunities that arise from the breakdown of an entire system rather than a failure of an individual part.

A risk-identification works was help in Q3 of 2023. In this workshop, Calisen's Risk and Sustainability team, led by the Risk and Sustainability Director, worked with ESG consultants to identify and prioritise climate and Nature-related risks and opportunities. Risks were identified over short-, medium- and long-term time horizons, including those that were deemed to have the potential to impact the company through to 2050. These impacts consider both tangible impacts such as increased in weather events causing delays to shipment of assets and intangible impacts such as reputational damage from failure to meet stakeholder expectations.

The outcomes of these workshops provided a clear risk profile, which closely aligned with the current risk profile already included in Calisen's Enterprise Risk Management report. However, the insights it provides on these impacts over time is an area in which has had continued focus and been built upon in 2024.

The key objectives of the workshops were to:

- Provide tailored training material to ensure that participants were aligned regarding the importance of potential climate- and Nature-related risks and opportunities to Calisen.
- Identify potential climate- and Nature-related risks and opportunities that were not captured in previous workshops.
- Prioritise potential climate- and Nature-related risks and opportunities.
- Update scenario design for assessment of possible climate- and Nature-related risks and opportunities in line with international best practice resources.
- Run scenario analysis incorporating climate- and Nature-related risks and opportunities using an action vs. impact matrix.
- Consider tangible actions which may be relevant to and form part of the Company's Climate Change strategy in response to the potential risks and opportunities identified.
- Provide input into our Sustainability and Annual reports.
- Promote buy-in and engagement across different teams.

A risk profile was developed for Calisen as a whole. This was then stress-tested through a series of relevant Climate-related scenarios. Risks and opportunities were identified as they pertain to Calisen and its surrounding environment. Risks were identified over several different time horizons, including those which were deemed to have the potential to impact Calisen through to 2050.

Identification of potential risks and opportunities through this methodology does not indicate that they are all financially material, but rather that they may be deemed to be material regarding the long-term sustainability aspirations of the Company should the portfolio of assets remain the same as it is at the current time. In this iteration, Calisen did not collect specific financial information to determine the financial materiality of the risks and opportunities which were identified. In this process, Calisen assessed materiality through mapping the degree of impact a risk or opportunity might have on the entity, and the possible action required to control/exploit.

Prioritisation

TNFD Risk management

Following identification of risks, Climate-related risks were further assessed through a prioritisation activity. A risk profile ("base case") was developed for the current time, assuming a business-as-usual approach to the next 12 months and no significant changes to the Climate Change landscape from the time of prioritisation (regarding changes to climate and weather, changes to relevant company / industry / governmental policy, or changes to the market).

We followed the same process for assessing risk utilising action vs. impact as we do for our enterprise risk management. Risks are systematically evaluated with a focus on their potential impact, employing an impact and action model that delineates the gross, current and target ratings of each risk. This model also facilitates the determination of the necessary measures that must be taken to bring the risk to its intended target level, ensuring alignment with our risk appetite. Beginning in 2023, we dispensed with the use of likelihood in the risk assessment process and instead, we adopted an approach that is gaining in popularity, relying on action.

This prioritisation made use of the following inputs and parameters: financial modelling data, data sheets from manufacturers, fault data of assets and weather patterns.

Our decision to do so was based on the observation that likelihood introduced ambiguity at certain levels of appraisal. Conversely, action offers a precise course of action to be taken to bring the risk back in line with our tolerance.

Climate and Nature related risks (threats and opportunities)

(TNFD Strategy; TCFD Strategy; ISSB S2 Strategy)

A number of transition and physical risks have been identified as having potentially significant impacts across the different scenarios. This activity identified no systemic risks or opportunities.

Type of Risk	Area	Comment
Transition risks and opportunities	Market	Evolving consumer behaviour, particularly the deliberate shift towards sustainable products, could lead to increased demand for services and products, for example electric vehicle (EV) chargers and heat pumps. However, this market change could lead to increased cost for the materials which Calisen are dependent on, including the possible placement of restrictions on carbon-heavy raw materials. An increase in demand for products could result in a loss of competitive advantage if a strategy is not designed and effectively implemented to meet this new demand and competitors successfully implement their own market strategies.
	Reputation	Increased scrutiny from various stakeholders may impact Company reputation if sustainability performance is deemed to be slow compared to peers. Failure to meet stakeholder expectations could result in reduced demand for products and services. Successfully meeting or exceeding expectations could result in increased demand for products and services
	Policy and legal	A more stringent policy environment affecting customers' business operations may cause market volatility. Possible increased pricing of greenhouse gas (GHG) emitting fuels may encourage a consumer shift to more sustainable use of fuel and energy and in turn, the demand for products and services may increase. Potential changes to manufacturing regulations may require the redesign of assets to make them more recyclable. However, this impact could affect the availability as well as longevity of assets.
Physical risks	Acute	In worst-case scenarios, flooding in the UK could submerge installed electric or gas assets, causing them to fail, meaning that they will need to be replaced. This could result in reputational impact if the efficiency of products or services came into doubt. An increase in the frequency or severity of extreme weather events in the UK could also prevent engineers from installing or servicing installed assets.
	Chronic	The efficiency of installed assets in the UK could be affected by a significant increase or decrease in the mean temperature. In turn, this could present a market risk if the efficiency of our products or services came into doubt. Regarding Calisen's supply chain, an increase in the frequency or severity of extreme weather events in Greece and China (which are key locations) could disrupt the travel of workers to factories, potentially delaying the production of assets. Similarly, there could be upstream disruption in transporting manufactured assets to customers.

Assessing resilience through scenario analysis
(TNFD Strategy; TCFD Strategy; ISSB S2 Strategy)
Scenario analysis is highlighted as critical tool in TCFD, TNFD, and ISSB for assessing potential business implications of possible Climate-related threats and opportunities. Calisen conducted this analysis at an enterprise level to explore various scenarios and better understand how operations, strategy, and financial performance might be affected by Climate Change. By stress-testing strategy against different plausible scenarios, Calisen aimed to gauge the potential impact of various risks and opportunities on the business.

The scenarios used in Calisen's analysis were diverse, developed in accordance with those published by Network for Greening the Financial System ("NGFS"), as recommended by TCFD and TNFD and incorporated into the ISSB S2 framework. NGFS scenarios identify a range of plausible futures to provide a common reference point, illustrating how Physical and Transition Risks and Opportunities could develop in different futures from the present day through to 2050 and beyond. Scenarios have been tailored to meet the specific needs of the Calisen. This process of co-development of scenarios was designed to improve team member buy-in, and ensure that scenarios, while data driven using reputable sources, are also specific enough for a more comprehensive and impactful scenario analysis. Those utilised in our scenario analysis are described in Table 1.

Name	Description
Hot House – Current Policies	• All nations implement policies globally which are currently signed into law (e.g. no changing legislation, carbon price remains insignificant) • Emissions continue on the current trend due to insufficient political pressure, leading to average global warming of 4–6°C • Indifference to, or denial of, the imperatives of the climate crisis • Litigation/policy/reputation risks = low • Extreme physical risks both acute (fires, storms, extreme weather) and chronic (changes in sea level, gradual decrease of soil moisture)
Fragmented World	• Global divergence in the response to Climate Change. Some countries take action to achieve net zero; others do not • Policy stringency varies between sectors, e.g. assumes that climate policies are more stringent in the transportation and buildings sectors • Both physical risks and transition risks are moderate to high (some physical impacts if action is too little, too late, leading to a snowball effect) • Voluntary carbon markets, potential extreme requirements for "green" investors, EU, UK • Fuel cost spikes due to uncertainty and changing economics
Net zero 2050 transition (leading to an "orderly" world)	• Net CO2 emissions will reach zero around 2050, giving at least a 50% chance of limiting global warming to below 1.5°C by the end of the century • Physical risks are relatively low but transition risks are high • Strong policy response including changes to permitting requirements • Carbon prices increase steadily and strongly, but predictably • Energy mix changes and energy price increases, hence GHG emissions are kept under control • Consumers and workforce more aware – changing consumer habits

Table 1. Descriptions of Climate Change scenarios used, developed in accordance with the NGFS

Following scenario development, the 'base case' risk profiles developed during the risk prioritisation exercise was stress-tested through the series of Climate Change scenarios using an action vs. impact matrix. Risks were re-considered and re-prioritised in each scenario over different time horizons of aligned to Calisen's current strategy planning time horizons.

This activity used Calisen's current strategy planning time horizons, i.e. 0–1 year (short-term), 2–8 years (medium-term) and 9–30 years (long-term) (2030 and 2050), to overlay the output of this analysis with our current plans.

The scenario analysis considered the following scope of operations:

Throughout this resilience analysis, the following assumptions were made:

- Policy, macroeconomic trends and climactic variables behave as described in the relevant NGFD scenario;
- There is no change to Calisen's energy usage and mix
- There are no updates to the technology of the assets installed by Calisen to improve climate-related resilience.
- There are no changes to company structure including acquisition or sale of subsidiaries.

As per the descriptions above, risk profiles developed for Calisen across the scenarios identified the most material physical and transitional Climate Change risks and opportunities, showing that for:

- The Hot House Current Policies scenario identified:
  - Market demand could be limited for products and services
  - UK weather variability – e.g. flooding
  - Weather events affecting the supply chain, e.g. earthquakes, fires, flooding

- The Fragment Work scenario identified:
  - Market demand could increase for products and services
  - UK weather variability – e.g. flooding
  - Weather events affecting the supply chain, e.g. earthquakes, fires, flooding
  - Changes in policy/regulation

- The Net Zero 2025 Transition scenario identified:
  - Market demand increases – immediate response
  - Expansion into new technologies
  - Changes in policy/regulation

Resulting from this analysis, the most impactful areas to Calisen, and those which would need the high level of action and management to keep within tolerance, were identified as:

1. ***Supply chain disruption*** and the impact of chronic weather events on the production and availability of assets. To mitigate this, Calisen are working with their supply chains to understand their disaster recovery plans in these scenarios.

2. ***Changes in policy/regulations*** could have a material impact on our strategy, particularly if they are cancelled or changed significantly. This is closely linked with

market demand and the need for products and services. To manage this possible impact, Calisen have a dedicated team in regular contact with regulatory bodies. The entity is a member of several working groups that monitor pending changes to regulation. This is also monitored and reported on internally, monthly.

3. ***UK weather variability and the health and well-being of our field engineers.*** To manage this, field teams have been equipped with the relevant PPE and training to ensure they know how to stay safe in cold, hot, and wet climates.

The results of this analysis will be used to inform calculations relating to the current and anticipated changes that may occur to Calisen's business model. This includes the allocation of additional resources to appropriately address Climate-related risks and opportunities.

The following activities are planned to understand the resilience of Calisen to Climate Change related risks and opportunities. This assessment will consider the following significant areas; supply chain disruption due to significant weather events and increase in flooding / heat within the UK and the impact on the gas meters currently installed. This includes assessment of the availability of, and flexibility in, the entity's existing financial resources to respond to the effects identified in the Climate-related scenario analysis, Calisen's ability to redeploy, repurpose, upgrade, or decommission existing assets, and the effect of Calisen's current and planned investments in Climate-related mitigation, adaptation, and opportunities for climate resilience.

Assessing financial materiality, position, and performance
(TCFD Strategy, ISSB S2 Strategy)
In 2024, as part of Calisen's alignment to the ISSB S2 framework, the company has continued their engagement with expert ESG consultants, undertaking the first steps in quantifying the financial impacts of Climate-related risks and opportunities.

Using NGFS climate scenarios (as per table 1), the assessments focused on meter asset lifetimes and supply chain stability considering CAPEX and revenue implications by incorporating deviations from baseline values for key climate variables such as temperature, extreme rainfall, and flooding. This involved calculating percentage deviations from historical baselines, assigning impact levels, and estimating the corresponding financial effects. While still at an early stage, this work lays the foundation for aligning Calisen's reporting with ISSB S2 requirements to report on the current and anticipated financial effects of Climate-related risks and opportunities. This includes detailing how these factors might influence Calisen's cash flows, financing options, or capital costs over different time horizons.

In order to undertake this financial assessment, a number of assumptions were made for each of meter asset lifetimes and supply chain stability. These are:

- For meter asset lifetimes:
  - NGFS data provides projections at five-year intervals. Intermediate years are estimated as linear interpolations
  - Gas meter operable ranges are [-10°C, 40°C], as stated in Calisen's Project Guinevere. Any extreme temperatures outside of these operational thresholds are assumed to cause complete gas meter failure.
  - All analyses assume that Calisen would pay the full required CAPEX to replace a failed meter.
- For supply chain assessment
  - NGFS data provides projections at five-year intervals. Intermediate years are estimated as linear interpolations
  - Potential climate impacts do not consider specific adaptation measures that may already be in place (e.g. flood defences or cooling systems). All locations are treated as equally vulnerable to the identified potential climate impacts.

From this and further analysis, Calisen aims to be able to disclose next year the quantitative and qualitative information about how Climate-related risks and opportunities have affected its financial position, financial performance, and cash flows for the reporting period.

This includes information relating to how Calisen expects its financial position to change over the short-, medium-, and long-term, given its strategy to manage Climate-related risks and opportunities, taking into consideration its investment and disposal plans (including plans that the Company is not contractually committed to), and planned sources of funding to implement its strategy.

Managing risks and input to strategy
(TNFD Governance; TNFD Risk Management; TCFD Governance; TCFD Risk Management; ISSB S2 Governance; ISSB S2 Strategy; ISSB S2 Risk Management)
Calisen considers Climate Change to be a significant risk to Company strategy, business model, customers, and wider society. Its impacts are already being felt. Calisen have adopted an extended enterprise model to gain a comprehensive understanding of their internal and external risk context. By considering core activities, inputs and outputs of the value chain, and influences on it, the Company has developed a holistic view of the operating environment and the key risk areas faced.

The management of Climate-related risks is integrated into multi-disciplinary company- wide risk management process. The objective of this procedure is to identify and control risks upstream and downstream in order to ensure the positive business development of the organisation and effective risk reporting.

Calisen, including its Board and management, integrates Climate-related risks and opportunities into the oversight of the entity's broader strategy. This integration extends to decisions on major transactions, risk management processes, and related policies. Additionally, it involves considering the trade-offs associated with these risks and opportunities to ensure a balanced and informed approach

Calisen formalised its Sustainability Strategy and committed to make a meaningful impact in 2020. Since then, Calisen have taken decisive steps to take a comprehensive review of our value chain. This exercise enabled the Company to prioritise and manage the risks and opportunities associated with Climate Change and enhance knowledge of the potential impacts of Climate Change on Calisen. Whilst the primary objective of this has been to capture any emerging risks and opportunities that may arise, while also testing resilience, this has informed how Calisen has developed a robust business strategy that can evolve with the changing climate.

Calisen does not currently have a designated Climate and or nature-related transition plan, but is planning to have one in place during 2025.

Sustainability-related Governance

Responsible procurement
(TNFD Governance)
As one of the leaders in our industry, we take our commitment towards climate protection and energy efficiency very seriously. This commitment is documented in internal policies, including our Sustainability Policy; Procurement Policy; Safety, Health, and Environmental Quality (SHEQ) Policy; as well as in external policies such as our Supplier Code of Conduct. Along the supply chain we expect our key partners to share our commitment to excellence and sustainability, and work with us collaboratively to achieve mutual goals. During 2024, we continued to impose stringent and robust internal standards to ensure compliance by introducing a procurement policy and vendor onboarding process for all vendors. This process looks all the vendors policies and processes including human rights, modern slavery, sourcing of material, environmental, health and safety. We strongly believe that promoting our values, through our onboarding process and making them aware of our requirements, leads to significant development in economic, technological, environmental, social, and governance areas for our supply chain and the communities we serve.

Information security
Calisen is committed to preserving the safety of data and protecting the privacy rights of its customers and other stakeholders. To achieve this, we maintain appropriate processes and systems, which not only cover IT security but also security of premises and individuals. We are also dedicated to continuous improvement in data security and privacy, and aim to provide exceptional secure products and services that meet or exceed regulatory requirements, while also preventing the ever-increasing number of cybersecurity threats.

We have an Information Security Management System (ISMS) Policy that outlines the importance of managing the ISMS in compliance with ISO27001:2022. Additionally, we have an established a Data Protection Policy that describes our standards for processing personal data. This policy is shaped by the General Data Protection Regulation (GDPR) and other privacy related regulations, and outlines the importance, scope and management principles of this topic. Our Information Security Management System is externally accredited to ISO27001:2022. Impacts in the event of a security or data privacy-related incident, we have established processes for employees to communicate issues or concerns via intranet forms and dedicated email inboxes. We address these issues, and provide bi-annual compulsory training to all employees to refresh and enhance knowledge. We also communicate regularly via intranet updates, email campaigns to all employees, and share regular reports with shareholders to maintain confidence in the management of this important topic.

Health and safety
(TNFD Governance)
We regard a healthy and safe workplace as an essential element of our strategy. Recognising this importance Health and Safety (H&S) is one of our core values and is crucial to improving employee well-being and for building a positive safety culture, where everyone is aware of H&S risks and feels equally responsible for their own safety and that of others.

Effective H&S has a positive impact on productivity and employee morale while reducing the potential for work-related injuries or illnesses. Therefore, H&S is a key factor in our success. We have developed a management system that emphasises prevention and awareness as the first line of defence against H&S risks.

Our Safety, Health, Environment, Quality (“SHEQ”) Policy demands the appropriate risk assessment of all H&S hazards, reporting of H&S issues to management, and monthly collection and reporting of near-miss data. Additionally, in accordance with ISO 45001, risk assessments are conducted at all sites annually to identify negative hazards and implement corrective actions to mitigate any occupational health and safety impacts.

To ensure all employees are aligned with our H&S requirements, all employees, contractors, external workers, and visitors must participate in H&S training that is aligned with their role and receive an H&S induction when starting their employment.

This is repeated on a bi-annual basis via our online learning platform.

Whistleblowing
(TNFD Governance)
Our Whistleblowing Policy is comprehensive and applies to every employee. It sets out the scope of what whistleblowing is for, describes the procedure for raising concerns, and assures complete confidentiality. In alignment with our commitment to ethical conduct, we ensure that the policy is subject to regular reviews by the internal Whistleblowing Steering Committee to ensure continual compliance. We actively instil a culture of responsibility and transparency amongst our employees, encouraging them to report any suspected and or actual illegality or unacceptable behaviour. Concerns may relate to issues such as fraud, bribery, corruption, discrimination, bullying, harassment, unsafe conditions or breaches of H&S compliance, or environmental concerns. The ‘SeeHearSpeakUp’ external reporting hotline, available 24/7, serves as an independent confidential conduit for employees to report anything they feel isn’t right, and fosters an environment of trust with no fear of retaliation. We communicate whistleblowing and the external hotline through our Code of Conduct, whistleblowing policy documentation, office locations on notice boards, and the corporate intranet. During 2024, there were no reports made to the whistleblowing hotline.

Anti bribery and money laundering
(TNFD Governance)
We have zero tolerance of bribery and corruption of any kind, and our Anti-Bribery & Anti-Money Laundering Policy articulates our expectation that every employee complies with our standards and indeed the law. As well as defining bribery and money laundering, the policy helps employees to see warning signs of potential corruption and to navigate specific risk areas including gifts and hospitality. It also highlights the requirements for maintaining full and accurate records. We encourage any concerns to be reported to line managers or, if preferred, via the confidential ‘SeeHearSpeakUp’ hotline. The policy not only covers employees but extends to activities conducted by third parties representing the organisation, such as contractors and entities who do business with us. Due to its critical importance, it is mandatory for every employee to undergo online training on anti-bribery and anti-money laundering every two years. In 2024, there were no reported incidents relating to corruption of any kind.

Fair labour practices
(TNFD Governance)
We are committed to treating everyone with dignity, respect, and fairness. Reinforcing these values we have a Code of Conduct, Modern Slavery Statement, Diversity and Inclusion Policy, and Supplier Code of Conduct. These policies outline our commitment to implementing human and labour rights standards throughout our organisation. We prohibit the use of forced, slave, compulsory, or child labour, and we ensure that our employees have the freedom to associate and are not subject to discrimination. Additionally, we guarantee fair compensation and equal opportunities for all employees this was demonstrated by signing up to be a Real Living Wage Employer in 2024. A company is no more than the skills, commitment and fulfilment of its people, and we strive to create a safe and enjoyable environment where ours can excel. This commitment is reflected in our diverse, equitable, and inclusive workforce, which embodies the values that we stand for.

Sustainability Data, Metrics, and Targets

Alignment with international regulatory frameworks
Calisen is committed to aligning its Climate-related disclosures with international regulatory frameworks to ensure transparency, accountability, and continuous improvement in our sustainability practices. Calisen's targets are designed to meet and exceed these frameworks, and reflect their dedication to robust climate risk management and sustainability reporting.

By end of 2025, Calisen aims to:
- Disclose information in line with the ISSB framework.
- Achieve a CDP rating of A-.
- Verify SECR Scope 1, Scope 2, and Scope 3, Category 1 and 2 data.
- Conduct a Double Materiality Assessment.

By 2027, Calisen aims to:
- Reach full disclosure of S1 and S2 ISSB.
- Retain an A- CDP rating.
- Have all Streamlined Energy and Carbon Reporting (SECR) data verified.
- Have their Sustainability Report audited.

In building for the future, Calisen will continue to invest in knowledge regarding Climate Change, Nature, and wider sustainability, including via working with and learning from external advisers and specialists. Calisen will continue to develop a roadmap for development aligned with standards and reporting practices, this will include ISSB, TCFD and TNFD.

Key performance indicators and SDG alignment
(TNFD Metrics and Targets; TCFD Metrics and Targets; ISSB S2 Metrics and Targets)
The United Nations Sustainable Development Goals ("SDGs") are not only critical to the planet's future: they are targets to be achieved by 2030. At Calisen, we have aligned our ambitions to 8 of the 17 SDGs, with varying degrees of impact ranging from wholesale change in the way people consume energy, to smaller but significant societal improvements. Refer to the table below for an understanding of how our ambitions directly contribute to these goals, our performance and expectations for the future.

Achieved Towards target Away from target

Ambition

Help UK meet climate change targets | SDG: 7, 11, 13

By installing smart meters, heat pumps, and EV chargers, we are contributing to the UK's efforts towards providing affordable, sustainable, and modern energy for all. These actions help people combat climate change and reduce emissions, making it easier for everyone to take steps towards a better future.

KPI	2024 Progress
Number of Smart meters installed in line with Business Strategy	↗
Number of EV Chargers installed in line with Business Strategy	↗
Number of Heat Pumps installed in line with Business Strategy	↗
Number of Solar and Battery Installs in line with Business Strategy	↗

Comments

Our focus areas will be continue supporting the smart meter roll out, increasing our installations of EV chargers and heat pumps, solar and battery and look to how we can support the water metering sector.

Ambition

Net Zero 2030 | SDG: 7, 13

We are committed to playing an active role in the UK's efforts to address climate change. To this end, we have set ambitious targets for ourselves to ensure that we are doing our part to reduce our carbon footprint. Specifically, we have established a goal to achieve NET Zero in scope 1 & 2 emissions by 2030.

In order to address this issue, we have set a target to transition to an all-electric fleet by 2030. Furthermore, we are collaborating with our supply chains to support and encourage their efforts to reduce their environmental impact

KPI	2023 Progress	2024 Progress
Net Zero Operations by 2030 (tCO_2e)	↘ 4,490.19	↘ 5,213.46
25% scope 3 emissions reduction by 2030	NEW	↗ 17%
100% of operational waste across all Calisen sites is diverted from landfill	✓	✓

Comments

Our focus will be on continuing to electrify the fleet, with the aim of having 25% of our Van fleet (as of 01/01/2025) be Electric. The move to consolidate three office locations and move in to a newly refurbished sustainable office location was delayed due to building works over running during 2024 and this is now planned for H1 2025. During 2024 we have seen an increase in emissions from vehicle fuel-related emissions; this is due to how the vans are distributed among the workforce; during 2025, with the increase of EV vans being added to the fleet, hopefully, we will see a reduction in this number.

We have continued to work with our supply chains to obtain better and more accurate data and to understand their plans for reduce their emissions.

Ambition

Everyone Welcome | SDG: 5, support 4,3

Our organisation places the utmost importance on the mental health and well-being of our employees. We provide essential resources to ensure they lead healthy and fulfilling lives. Our commitment to creating a safe and productive work environment is unwavering, and we welcome everyone to be a part of our team. We take pride in reporting the diversity profile of our employees and strive to foster inclusivity in all our endeavours, such as training, education, and gender equality.

KPI	2023 Progress	2024 Progress
40% of SLT to be women by 2026	-	New
80 % LGBTQAI+ disclosure rate by 2026	-	New
80 % Retention Rate for Minority Ethnic by 2026	-	New
80% Disability disclosure rate by 2026	-	New
Accident Frequency Rate (AFR) (below industry average best in class average of 10.5)	↗ 11.96	↘ 12.88
Lost Time Accidents (LTA) (below industry average)	↗ 4.73	↗ 3

Comments

In 2024, we focused on three key areas. First, our "This is Me" campaign drove data-driven inclusion by setting targets to boost female representation, reduce minority ethnic attrition, and improve disability and LGBTQ+ data disclosure. Second, we rigorously reviewed our policies—updating measures around trans inclusion, menopause, fertility, and disability—to remove systemic barriers and enhance leadership support. Third, we launched four Employee Resource Groups (EmpowerHer, Progress, embRACE, and enABLE) to empower diverse voices and drive meaningful cultural change. Together, these initiatives lay the foundation for a truly inclusive workplace and a sustainable future where every colleague can thrive.

In 2024 we saw a 7% increase in the all-injury AFR in 2024, primarily due to more animal attacks on data collection colleagues. However, lost time accidents (LTA) rates improved by 37%, indicating that most incidents required only minor first aid.

Key operational changes in 2024 included 22% more hours worked, a 24% increase in field staff, and expanded work activities, contributing to fluctuations in accident rates. Additionally, TUPE onboarding, storm events, and workforce churn impacted safety performance.
To enhance safety, we are focusing on management training, increased field engagement, improved PPE, better lone working protocols, and enhanced safety reporting tools to drive long-term accident reduction. The goal for 2025 is to achieve a further 25% reduction in LTAs and align with the industry's best-in-class benchmark

Ambition

Support Community | SDG: 3,4,11, 2

The development of the next generation of employees is a collective responsibility, one that is shared among our communities. A key component of this process is the provision of support to alleviate poverty levels, with a specific focus on food, mental well-being, and education. This support is vital in enabling young individuals and their families to thrive and achieve their full potential. The absence of such support may impede their prospects of success in education and employment, and thereby impact the future of our communities.

KPI	2023 Progress	2024 Progress
YoY increase in young people attending Insight days	NEW 1	✓ 4
YoY increase in awareness sessions held within schools	NEW 1	✓ 3
YoY increase in community outreach activities	-	NEW 1

Comments

Last year, Calisen accelerated change with our Race to Zero ethos. We sponsored the Great British Spring Clean, where 400,000+ volunteers collected over 450,000 bags of litter, and sponsored Count Your Carbon, empowering schools to benchmark and reduce emissions.
At the NWG Innovation Festival, our team achieved a top-three finish in a Leak Lab Sprint, and Heat Pump Week sparked nationwide engagement to drive the transition to 600,000 annual installations. We supported 20 schools through the Eco-Schools programme—reaching 6,100 pupils and driving energy savings via the Energy module—and empowered local youth through Industry Insight Days. A historic partnership with Wigan Athletic Women further underscored our commitment to community and female empowerment. Together, these initiatives highlight our relentless drive toward a future with zero barriers and endless possibilities.

Ambition

Governance | SDG: 16

Effective governance is an essential component of organisational excellence, but it is a multi-dimensional challenge that commands careful attention. At Calisen, we take great pride in our emphasis on transparency and accountability, which extends not only to our internal operations but also to our relationships with our customers and suppliers. To ensure full transparency, we have established a whistle-blowing hotline that is available to all those who wish to report any wrongdoing.

KPI	2024 Progress	
5 board meetings held	✓	✓
4 Sustainability Steer Co meeting held	✓	✓
100% of Scope 1, 2 and 3 emissions data verified by 2028 (where applicable)	↗ 27%	↗ 36%
100% of our key critical suppliers have signed up to our supplier code of conduct by 2028	-	NEW

Comments

In 2024, we continued to hold regular board and steering committee meetings to ensure strong oversight of our ambitions and address climate and nature-related risks and opportunities.

Recognising that action is driven by a solid foundation of reliable data, we initiated a comprehensive data verification process, ensuring that our reporting is both accurate and transparent.
Our commitment to governance extends beyond our own operations—we continued to work closely with our supply chain, diligently collecting vendor questionnaires to gain a full understanding of our partners.

This integrated approach reinforces our pursuit of excellence and helps us maintain the high standards essential for a sustainable future.

Climate and Nature data and metrics
(SECR; TNFD Metrics and Targets; TCFD Metrics and Targets; ISSB S2 Metrics and Targets)
Calisen reports on a range of data and metrics that can be used to understand their performance in relation to the Climate-related risks and opportunities identified, including progress towards any Climate-related targets set (including, but not limited to, those required to meet by law or regulation).

GHG emissions
Calisen reports GHG emissions split into three scopes, as required by the GHG protocol:

- 'Scope 1' - direct emissions from company sources;
- 'Scope 2' - indirect emissions released in production of energy used by the company; and
- All 'other emissions' that are a consequence of a company's activities across its value chain. These 'other emissions', also known as 'Scope 3' – are grouped into 15 categories. Calisen reports on Categories 1, 2, 4, 5, 6, 7, 8, 9, 12, and 13.

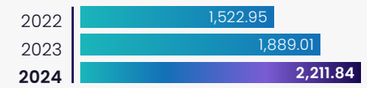
Calisen has continued its efforts to understand and report on their Scope 1, 2 and 3 CO2e emissions. During 2024, obtained limited assurance for our scope 1, 2 and scope 3 category 2 data from 2023 and scope 1, 2 and scope 3 category 1 and 2 from 2024 data. Calisen calculates Scope 1, Scope 2, and Scope 3 emissions using the Greenhouse Gas ("GHG") Reporting Protocol – Corporate Standard and have used the relevant years' UK Government's Conversion Factors for Company Reporting. For working from home data, Calisen have used the "Homeworking Emissions Whitepaper 2020" by EcoAct.
All calculations have been based on location-based data.

The chosen intensity measurement ratios are total gross emissions in metric tonnes CO^2e per full-time equivalent number of employees and Revenue £m; these are the most relevant for the organisation and sector.

For Scope 3 emissions, Calisen discloses relevant categories that significantly impact on the Company's value chain, so excludes categories 3 (Fuel- and Energy-Related Activities Not Included in Scope 1 or 2), 10 (Processing of Sold Products), 11 (Use of Sold Products), 14 (Franchises), and 15 (Investments), as they are not pertinent to our operations. We have also been collaborating with our supply chains to support and to encourage their efforts towards reducing their environmental impact, too. By working together with our partners and stakeholders, we are confident that we can make meaningful progress towards a more sustainable future.

In 2023, Calisen conducted a thorough review of their emissions, and have continued to engage with expert ESG consultants who provide guidance on Calisen's carbon disclosure calculations. During 2024, Calisen obtained a limited assurance statement from DNV for Scopes 1, 2 and Scope 3 Category 2 2023 emissions data, as well as Scopes 1, 2 and Scope 3 Category 1 and 2 2024 emissions data.

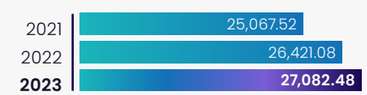
Total Scope 1 and 2 emissions



Total Scope 3 emissions

The Company's consolidated Scope 1, 2, and 3 GHG emissions for 2024 is estimated to be 27,082.48 tonnes CO_2e, a slight increase from 2023 emissions calculated at 26,421.08 tonnes CO_2e.

Total Scope 1, 2 and 3 emissions



Full emissions disclosures, for all scopes reported, are located in the SECR table in the Annex.

Actions taken during 2024 to reduce emissions
Calisen continues to make significant strides in its sustainability journey, actively transitioning its fleet to electric vehicles (EVs). Additionally, the consolidation of our estate has contributed to a notable reduction in Scope 2 electricity consumption and Scope 1 gas usage.

The acquisition of EEL and Mapleco has further driven down our Full-Time Equivalent (FTE) and Revenue-based Intensity Ratios, reflecting increased operational efficiency. However, as our business expands, the necessary investments to support this growth have led to an increase in Scope 1 emissions and select Scope 3 categories (1, 2, 5, and 6). This highlights the complex balance between scaling operations and maintaining a lower carbon footprint—an area we remain committed to addressing as we progress.

Asset exposure to Climate-related risks and opportunities
Calisen are in the process of undertaking calculations to understand the amount and percentage of assets or business activities that are vulnerable to Climate-related transition and physical risks. Additionally, further calculations are underway in order to understand the amount and percentage of assets or business activities that align to Climate-related opportunities. This information is being collected and assessed in coordination and collaboration with metrics which are recommended under TNFD disclosures, to ensure that a holistic picture is given regarding Calisen's threats and opportunities related to both climate and nature.

At present Calisen does not disclose the amount of capital expenditure, financing, or investment deployed towards Climate-related risks and opportunities.

Internal Carbon Prices
Calisen does not apply a carbon price in decision-making. Therefore, it cannot disclose any information regarding the price for each metric tonne of greenhouse gas emissions the entity uses to assess the costs of its greenhouse gas emissions.

Remuneration
At present, Calisen is not in a position to publicly disclose metrics or data regarding remuneration as it pertains to Climate Change. We aim to disclose this in future reporting.

Climate targets
(TCFD Metrics and Targets; ISSB S2 Metrics and Targets)
Calisen have set a number of Climate-related targets and objectives against which progress is monitored to ensure that progress is being made towards achieving strategic ambitions. These sit alongside wider organisational targets that cover wider-ESG, including supporting community engage, social development, and DEI initiatives.

Whilst most of the targets are designed for a time horizon to 2030, interim targets have been developed against which progress can be measured, and should be reached in order for Calisen to remain on track for 2030.

The Climate Change related targets set by Calisen are located in Sustainability Data, Metrics, and Targets.

For each of the objectives Calisen has disclosed, Calisen have developed a number of actions to reach these, with clear owners, dependencies, budgets and target dates for completion.

Calisen does not plan to use carbon credits to offset greenhouse gas emissions to achieve any Climate Change targets, and this is not factored into target setting processes. Therefore, these has been no exploration of any third-party schemes that will be required to verify or certify these carbon credits, nor understanding of potential carbon credit types (e.g. Nature based, technological carbon removals, reduction vs. removal).

Calisen have aligned their ambitions to 8 of the 17 Sustainable Development Goals (SDGs), as outlined by the United Nations. This includes SDG 13, which acts to take urgent action to combat Climate Change and its impacts.

Net Zero by 2030
Calisen have set stretching targets to help the UK to address Climate Change. Calisen will help the UK meet its climate targets by support the roll out of smart meters, electric vehicle charging points, heat pumps and other infrastructure across the UK. The entity will track installations of smart meters, vehicle charging points and heat pumps against our targets, as part of the assessment process to understand how Calisen makes the UK energy system more sustainable.

Specifically, the Company's goal is to achieve net zero emissions in our operations by 2030. This includes all of Scope 1 and 2 and Scope 3 category 6 (business commuting). This aims to ensure that the business plays its full part in the changing energy system. Calisen's vehicle fleet is the largest source of CO2 emissions, and the entity is targeting an all-electric fleet by 2030 (reached by replacing fleet vehicles with electric vehicles). Furthermore, Calisen are collaborating with our supply chains to support and encourage their efforts to reduce their environmental impact.

Calisen will track the greenhouse emissions created by their operations, the energy they buy, and their supply chain, so they can assess our progress and see where they can make reductions.

Using their 2023 Scope 1 & 2 Emissions as a baseline, Calisen were above the baseline figure in 2024. Calisen understand that they need to start reducing fleet emissions by 20% in 2025, to be able to attain our Net Zero target in 2030.

Helping the UK meet its climate targets
In addition to internal ambitions and targets, Calisen want to help the UK in meeting their climate ambitions by supporting the roll out of smart metres, electric vehicle charging points, heat pumps and other infrastructure. By 2030, Calisen aims:

- Roll out 15.5m Smart Meters 2028
- Roll out EV charging infrastructure
- Help the transformation to low-carbon heating
- Support other adjacencies with net zero impact

Additional nature-related metrics and targets
The TNFD recommendations promote core-metrics and targets for use by all entities which they are relevant to. Calisen currently disclose greenhouse gas emissions metrics in alignment with this. Financial quantification of the potential impacts of nature-related risks and opportunities on assets, revenue and costs to Calisen are ongoing. Metrics related to water, land use change and other pollutant are currently not considered to be relevant to Calisen's business model which does not withdraw, consume or discharge material volume of water in any business processes, release material amounts of pollutants to the air, water or land, or lead to any land use change.

Annex

01. SECR

	2022 Global (all UK)	2023 Global (all UK)	2024 Global (all UK)
Energy consumption used: (kWh)			
Electricity	380,524	400,436	282,174
Gas	255,707	300,893	249,265
Transport fuel	13,083,162	15,187,474	17,503,116
Emissions (tCO2e)			
Scope 1			
Emissions from combustion of fuel for transport purposes tCO2e	1,402.32	1,745.12	2,116.83
Emissions from other activities which the company own or control including operation of facilities	-	-	-
Emissions from purchased gas tCO2e	47.04	60.97	36.58
Total Scope 1 Emissions	**1,449.37**	**1,806.09**	**2,153.42**
Scope 2			
Emissions from purchased electricity - location based, tCO2e	73.59	82.92	58.42
Emissions from purchased electricity - market based, tCO2e	-	3.22	9.11
Total Scope 2 Emissions (location based)	**73.59**	**82.92**	**58.42**
Scope 3			
Category 1 - Purchased Goods and Services - Emissions from good or services purchased or acquired by the reporting company in the reporting year, not otherwise included in Categories 2 - 8	1,406.10	1,567.70	2,607.39
Category 2 - Capital Goods - capital goods purchased or acquired by the reporting company in the reporting year	44.93	123.42	4,501.35
Category 4 - Emissions from upstream transport and distribution losses and excavation and transport of fuels - location based tCO2e	1,099.97	1,233.41	1,336.70
Category 5 - Waste generated in operations - Disposal and treatment of waste generated in the reporting company's operations in the reporting year (in facilities not owned or controlled by the reporting company)	0.65	0.72	8.36
Category 6 - Business Travel - Emissions from business travel including employee vehicles where company is responsible for purchasing the fuel tCO2e	1,874.37	2,601.18	3,001.62
Category 7 - Employee Commuting - Transportation of employees between their homes and their worksites during the reporting year (in vehicles not owned or operated by the reporting company)	249.14	245.68	237.02
Category 7 - Employee Commuting - Working from home	126.40	151.99	169.60
Category 9 - Downstream transportation and distribution - Transportation and distribution of products sold by the reporting company in the reporting year between the reporting company's operations and the end consumer	9,996.76	12,440.55	13,008.58
Category 12 - End of Life Treatment of Sold Products - Waste disposal and treatment of products sold by the reporting company (in the reporting year) at the end of their life	28.92	33.05	- [1]
Category 13 - Downstream leased assets - Operation of assets owned by the reporting company (lessor) and leased to other entities in the reporting year, not included in scope 1 and scope 2 – reported by lessor (including asset lifecycle emissions)	8,717.33	6,134.37	- [2]
Total of Scope 3 Emissions	**23,544.57**	**24,532.07**	**24,870.63**
Total emissions for mandatory reporting - location based, tCO2e	**25,067.52**	**26,421.08**	**27,082.47**
Intensity (tCO2e)			
Revenue £m	285.8	358.3	447.2
Average number of full time employees (FTE)	1,145	1,380	1,645
Intensity ratio: tCO2e from Scope 1, 2 and 3 / £m location based	87.71	73.74	60.56
Intensity ratio: tCO2e from Scope 1, 2 and 3 / FTE location based	21.89	19.14	16.47
Intensity ratio: tCO2e from Scope 1, 2 and Business Travel / £m location based	11.89	12.53	11.66
Intensity ratio: tCO2e from Scope 1, 2 and Business Travel / FTE location based	2.97	3.25	3.17
Intensity ratio: tCO2e from Scope 1 and 2 / £m location based	5.33	5.27	4.95

Methodology
We have used the GHG Reporting Protocol – Corporate Standard and have used the relevant years UK Government's Conversion Factors for Company Reporting. For working from home data we have used the "Homeworking Emissions Whitepaper 2020 by Ecoact. All calculations have been based on location based data.
Intensity Ratio
The chosen intensity measurement ratios are is total gross emissions in metric tonnes CO2e per FTE and Revenue £m, these are the most relevant for our organisation and sector.
Calculation Review
During 2024 we have also conducted a thorough review of our emissions and updated our calculations, and on the back of this we have recategorised: [1] Scope 3 Category 12 End of Life Treatment of Sold Products to Scope 3 Category 5 Waste Generated in Operations, and [2] Scope 3 Category 13 Downstream Leased Assets has been recategorised to Scope 3 Category 2 Capital Goods impacting prior year disclosures We have also recalculated our Scope 3 Category 6 Business Travel. We noticed an error in our calculations, wrongly using miles instead of kilometers when calculating the distance travelled.
Assurance
In 2024, alongside obtaining a Limited Assurance Report from DNV for our 2023 Scope 1, 2, and Scope 3 Category 2 Capital Goods emissions, we have also obtained a Limited Assurance Report from DNV for our 2024 Scope 1, 2, and Scope 3 Category 2 Capital Goods emissions

02. Life Time Carbon Reduction Analysis Assumptions

Smart meters

Calisen already plays a role in reducing the UK's greenhouse gas emissions. Analysis by the Department for Energy, Security and net zero ("DESNZ") suggests that the average smart meter helps to reduce household energy use from electricity by 3.5 per cent and gas by 2.6 per cent.

Using this analysis as a guide we have calculated that Calisen's installed smart meter portfolio as at 31 December 2024 is anticipated to contribute towards a total lifetime carbon emissions reduction of **7.4 million tonnes by 2039** resulting from household energy savings alone (excluding emissions from manufacture, installation or end of life).

	Electricity	Gas
Annual per meter consumption (kWh) (2)	3,3001	11,5001
Weighted3 average energy saving (%)	3.5%	2.6%
Annual per meter energy reduction (kWh)	115.5	299.0
Annual per meter carbon reduction (kg CO2e)	23.92	60.59
Total annual carbon reduction per annum (tCO2e) - energy saving	171,250	324,641
Total lifetime carbon reduction (tCO2e) - energy saving	2,568,743	4,869,621

This table represents our calculations of the carbon savings associated with the revenue generating meters installed in the Group's portfolio. It includes household energy savings due to the installation of smart meters and associated energy consumption behavioural changes.

Assumptions

1. Obtained from the 2023 Decision on revised Typical Domestic Consumption Values for gas and electricity and Economy 7 consumption split letter, using medium kWh as the reference line: Source, Ofgem (2023): .
2. The weighted average energy saving from electricity and gas is 3.5% and 2.6% (average of the , respectively. Consumer change of behaviour is required to achieve this reduction. Source: Department for Energy Security and Net Zero 2019 'June 2023 Reviewing energy supplier evidence on impacts of smart metering on domestic energy consumption'.
3. The number of smart meters in prepayment mode is assumed to be 13%. Source: Department for Business, Energy and Industrial Strategy's 2023 Smart Meter Statistics in Great Britain: Quarterly Report to end December 2023
4. Illustrative lifetime based on prudent estimate consistent with the Group's smart meter depreciation policy, whilst assuming meters are installed and operational during the full depreciation period.
5. Calculation focuses specifically on the household savings benefit of a smart meter versus a traditional meter excluding certain carbon costs such as emissions from manufacture, installation and end of life.

Electric vehicle charge point installations

EV carbon reduction

Annual ICE Emissions (tonnes)	2.14
Annual EV Emissions (tonnes)	0.56
Total annual carbon reduction per annum (tCO2e) - per car	2
Total annual carbon reduction per annum (tCO2e) – Emissions Reduced	9,711

Assumptions

1. All drivers switched from an medium sized petrol car to an EV.

2. EV usage is based on a UK average annual mileage for a petrol car (7.5k).

3. Drivers start saving from the delivery date of their EV.

4. Manufacturing related emissions are not included in the calculation.

5. All EVs are charged with the standard energy mix on the UK grid. This means that if users are charging their car with fully renewable energy (e.g. by using their own solar panels), the CO2 savings could be higher.

Heat pump installations

Annual Household Gas Boiler Emissions (Tonnes)	2.53
Annual Household Heat Pump Emissions (Tonnes)	0.58
Total annual carbon reduction per annum (tCO2e) - per heat pump	2
Total annual carbon reduction per annum (tCO2e) - portfolio	425
Total annual carbon reduction lifetime (tCO2e) - portfolio	6,374

Assumptions

1. Typical household of 11500 kWh annual energy consumption (England, Scotland, Wales)
   https://www.ofgem.gov.uk/information-consumers/energy-advice-households/average-gas-and-electricity-use-explained#:~:text=Individual%20appliances%20can%20vary.,of%20gas%20in%20a%20year.

2. Lifetime - 15 years
   https://www.vaillant.co.uk/advice/understanding-heating-technology/boilers/how-long-do-boilers-last/

3. Annual emissions taken from Daikin Heat Pump
   https://www.daikin.co.uk/content/dam/internet-denv/english-us/solutions/for-your-home/Abstract%206%20Environmental%20impacts%20of%20HP%20-%20EU%20ENG.pdf

Index tables:

SECR

SECR Disclosure	Location of content related to the disclosure
UK energy use (including: electricity consumption, gas combustion and transport)	'Sustainability data, metrics, and targets – Climate data and metrics'; SECR Table
Greenhouse gas emissions	'Sustainability data, metrics, and targets – Climate data and metrics'; SECR Table
Emissions intensity ratio	'Sustainability data, metrics, and targets – Climate data and metrics'; SECR Table
Methodology	'Our ESG reporting'; Sustainability data, metrics, and targets – Climate data and metrics'; SECR Table
Energy efficiency action	Sustainability data, metrics, and targets – Climate data and metrics'

ISSB S2

ISSB S2 Disclosure	Location of content related to the disclosure
Governance	
Governance oversight: The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities	'Sustainability and Climate Change Governance – Board Oversight'; 'Sustainability and Climate Change Governance – Process for reviews and updates'; 'Climate and Nature strategy and risk management – Managing risks and input to strategy';
The role of management: Information about management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.	'Introduction and Context - Our reporting process'; 'Introduction and Context – Workshop Methodology'; 'Sustainability and Climate Change Governance – Management Oversight'; 'Sustainability and Climate Change Governance – Process for reviews and updates'; 'Climate and Nature strategy and risk management – Managing risks and input to strategy'
Strategy	
Climate related risks and opportunities: The current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain	'Climate and Nature strategy and risk management – Climate and Nature related risks (threats and opportunities)'; 'Climate and Nature strategy and risk management – Assessing resilience through scenario analysis'
Business model and value chain: The current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain	'Climate and Nature strategy and risk management – Climate and Nature related risks (threats and opportunities)'; 'Climate and Nature strategy and risk management – Assessing resilience through scenario analysis'
Strategy and decision-making: The effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan	'Climate and Nature strategy and risk management – Climate and Nature related risks (threats and opportunities)'; 'Climate and Nature strategy and risk management – Assessing resilience through scenario analysis'; 'Climate and Nature strategy and risk management - Managing risks and input to strategy'

Financial position, financial performance and cash flows: The effects of those climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity's financial planning	'Climate and Nature strategy and risk management – Assessing financial materiality, position, and performance'
Climate resilience: The climate resilience of the entity's strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities	'Climate and Nature strategy and risk management – Assessing resilience through scenario analysis'
Risk Management	
Climate-related risks: The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks, including information about: - the inputs and parameters used - whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related risks - how the entity assesses the nature, likelihood and magnitude of the effects of those risks; - whether and how the entity prioritises climate-related risks relative to other risk types - how the entity monitors climate-related risk - whether and how the entity has changed the processes it uses compared with the previous reporting period	'Introduction and Context - Methodology'; 'Introduction and Context – Workshop Methodology'; 'Climate and Nature strategy and risk management – Climate change risk management processes'; 'Climate and Nature strategy and risk management - Managing risks and input to strategy'
Climate-related opportunities: The processes used to identify, assess, prioritise and monitor climate-related opportunities, including information relating to the use of climate-related scenario analysis to inform identification of climate-related opportunities	'Introduction and Context - Methodology'; 'Introduction and Context – Workshop Methodology'; 'Climate and Nature strategy and risk management – Climate change risk management processes'; '; 'Climate and Nature strategy and risk management - Managing risks and input to strategy'
Integration into overall risk management: The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform overall risk management processes	'Sustainability and Climate Change Governance – Process for reviews and updates'; 'Sustainability and Climate Change Governance – Accountability and stewardship'; Climate and Nature strategy and risk management – Climate change risk management processes'; 'Climate and Nature strategy and risk management – Managing risks and input to strategy'

Metrics and Targets	
Cross-industry metrics: Information relevant to the cross-industry metric categories of: - Greenhouse Gases - Climate-related risks (transition and physical) and opportunities - Capital deployment - Internal carbon prices - Renumeration	'Sustainability and Climate Change Governance - Linking Sustainability to climate change to KPIs and Renumeration' 'Sustainability data, metrics, and targets – Climate data and metrics'
Industry specific metrics: Disclose any industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry, referring to the Industry-based Guidance on Implementing IFRS S2.	Sustainability data, metrics, and targets – Key Performance Indicators & SDG Alignment'; 'Sustainability data, metrics, and targets – Climate data and metrics'
Climate-related target setting: The quantitative and qualitative climate-related targets set to monitor progress towards achieving strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the entity shall disclose:	'Sustainability data, metrics, and targets – Climate targets'
Climate-related target monitoring: The approach to setting and reviewing each target, and how organisation monitors progress against each target, including: - whether the target methodology for setting has been validated by a third party; - the processes for reviewing the target; - the metrics used to monitor progress towards reaching the target - any revisions to the target and an explanation for those revisions.	'Sustainability data, metrics, and targets – Climate targets'
Performance against targets: Information about its performance against each climate-related target and an analysis of trends or changes in the entity's performance.	'Sustainability data, metrics, and targets – Climate targets'
GHG-specific targets: For each greenhouse gas emissions target disclosed, information including: - which greenhouse gases are covered by the target. - whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target.- - whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target. - whether the target was derived using a sectoral decarbonisation approach. - the entity's planned use of carbon credits to offset greenhouse gas emissions to achieve any target	'Sustainability data, metrics, and targets – Climate targets'

TFCD

TCFD Disclosure	Location of content related to the disclosure
Governance	
A. Describe the board's oversight of climate-related risks and opportunities	'Sustainability and Climate Change Governance – Board Oversight'; 'Sustainability and Climate Change Governance – Process for reviews and updates'; 'Climate and Nature strategy and risk management – Managing risks and input to strategy'
B. Describe management's role in assessing and managing climate-related risks and opportunities	'Introduction and Context - Our reporting process'; 'Introduction and Context – Workshop Methodology'; 'Sustainability and Climate Change Governance – Management Oversight'; 'Sustainability and Climate Change Governance – Process for reviews and updates'; 'Climate and Nature strategy and risk management – Managing risks and input to strategy'
Strategy	
A. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	'Climate and Nature strategy and risk management - Climate change risk management processes'; 'Climate and Nature strategy and risk management – Climate and Nature related risks (threats and opportunities)'; 'Climate and Nature strategy and risk management – Assessing resilience through scenario analysis''
B. Describe the impact of climate related risks and opportunities on the organisation's businesses, strategy, and financial planning	'Climate and Nature strategy and risk management – Climate and Nature related risks (threats and opportunities)'; 'Climate and Nature strategy and risk management – Assessing resilience through scenario analysis'; 'Climate and Nature strategy and risk management – Assessing financial materiality, position, and performance'; 'Climate and Nature strategy and risk management - Managing risks and input to strategy'
C. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	'Climate and Nature strategy and risk management – Assessing resilience through scenario analysis'
Risk Management	
A. Describe the organisation's processes for identifying and assessing climate-related risks	'Introduction and Context - Methodology'; 'Introduction and Context – Workshop Methodology'; 'Climate and Nature strategy and risk management – Climate change risk management processes'
B. Describe the organisation's processes for managing climate-related risks	'Sustainability and Climate Change Governance – Accountability and stewardship'; Climate and Nature strategy and risk management – Climate change risk management processes'
C. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	'Sustainability and Climate Change Governance – Process for reviews and updates'; Climate and Nature strategy and risk management – Climate change risk management processes'; 'Climate and Nature strategy and risk management – Managing risks and input to strategy'
Metrics and Targets	
A. Disclose the metrics used to assess climate related risks and opportunities in line with its strategy and risk management process	'Sustainability data, metrics, and targets – Key Performance Indicators & SDG Alignment'; 'Sustainability data, metrics, and targets – Climate data and metrics'
B. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	'Sustainability data, metrics, and targets – Key Performance Indicators & SDG Alignment'; 'Sustainability data, metrics, and targets – Climate data and metrics'
C. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	'Sustainability data, metrics, and targets – Climate targets'

TFND

TNFD Disclosure	Location of content related to the disclosure
Governance	
A. Describe the board's oversight of nature-related dependencies, impacts, risks, and opportunities.	'Sustainability and Climate Change Governance – Board Oversight'; 'Sustainability and Climate Change Governance – Process for reviews and updates'; 'Climate and Nature strategy and risk management – Managing risks and input to strategy'
B. Describe management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities.	'Introduction and Context - Our reporting process'; 'Introduction and Context – Workshop Methodology'; 'Sustainability and Climate Change Governance – Management Oversight'; 'Sustainability and Climate Change Governance – Process for reviews and updates'; 'Climate and Nature strategy and risk management – Managing risks and input to strategy'
C. Describe the organisation's human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organisation's assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.	'Sustainability-related initiatives – Responsible procurement'; 'Sustainability-related initiatives – Information security'; 'Sustainability-related initiatives – Health & Safety'; 'Sustainability-related initiatives – Whistleblowing'; 'Sustainability-related initiatives – Anti bribery & money laundering'; 'Sustainability-related initiatives – Fair labour practices'
Strategy	
A. Describe the nature-related dependencies, impacts, risks, and opportunities the organisation has identified over the short, medium and long term.	'Climate and Nature strategy and risk management – Climate and Nature related risks (threats and opportunities)'; 'Climate and Nature strategy and risk management – Assessing resilience through scenario analysis'
B. Describe the effect nature-related dependencies, impacts, risks, and opportunities have had on the organisation's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place.	'Climate and Nature strategy and risk management – Climate and Nature related risks (threats and opportunities)'; 'Climate and Nature strategy and risk management – Assessing resilience through scenario analysis'
C. Describe the resilience of the organisation's strategy to nature-related risks and opportunities, taking into consideration different scenarios.	'Climate and Nature strategy and risk management – Assessing resilience through scenario analysis'
D. Disclose the locations of assets and/ or activities in the organisation's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	'Climate and Nature strategy and risk management – Climate and Nature related risks (threats and opportunities)'
Risk Management	
A i. Describe the organisation's processes for identifying, assessing, and prioritizing nature-related dependencies, impacts, risks and opportunities in its direct operations.	'Introduction and Context - Methodology'; 'Introduction and Context – Workshop Methodology'; 'Climate and Nature strategy and risk management – Climate change risk management processes'
A ii. Describe the organisation's processes for identifying, assessing, and prioritizing nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain(s).	'Introduction and Context - Methodology'; 'Introduction and Context – Workshop Methodology'; 'Sustainability and Climate Change Governance – Accountability and stewardship'; Climate and Nature strategy and risk management – Climate change risk management processes'
B. Describe the organisation's processes for monitoring nature-related dependencies, impacts, risks and opportunities.	'Sustainability and Climate Change Governance – Accountability and stewardship'; Climate and Nature strategy and risk management – Climate change risk management processes'
C. Describe how processes for identifying, assessing, prioritizing and monitoring nature-related risks are integrated into and inform the organisation's overall risk management processes.	'Sustainability and Climate Change Governance – Process for reviews and updates'; Climate and Nature strategy and risk management – Climate change risk management processes'; 'Climate and Nature strategy and risk management – Managing risks and input to strategy'
Metrics and Targets	
A. Disclose the metrics used by the organisation to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.	'Sustainability data, metrics, and targets – Key Performance Indicators & SDG Alignment'; 'Sustainability data, metrics, and targets – Climate data and metrics'; 'Sustainability data, metrics, and targets – Additional nature-related metrics and targets'
B. Disclose the metrics used by the organisation to assess and manage dependencies and impacts on nature.	'Sustainability data, metrics, and targets – Key Performance Indicators & SDG Alignment'; 'Sustainability data, metrics, and targets – Additional nature-related metrics and targets'
C. Describe the targets and goals used by the organisation to manage nature-related dependencies, impacts, risks and opportunities and its performance against these.	Not addressed in this iteration of TNFD reporting.

Contents

Introduction and context **5**
What Sustainability, Climate Change, and the reporting ecosystem means to Calisen 5
Reporting and performance 7
Our reporting processes 7
Our ESG reporting 7
Reporting standards & frameworks 7
ESG disclosures 8
Methodology 8
Workshop methodology 8

Sustainability, Climate Change and Nature Governance **9**
Governance structures, accountability & stewardship 9
Board oversight 10
Management oversight 10
Accountability and stewardship 10
Assurance 11
Linking Sustainability and Climate Change to KPIs and remuneration 11
Policies 12
Certifications & accreditations 12
Process for reviews and updates 12

Calisen's Approach to Sustainability Risk Management **14**
Enterprise risk management 14
What risks do we look at 14
Risk identification and management 14
How risks are scored 14

Climate Change and Nature Strategy and Risk Management **15**
Climate Change and Nature strategy and ambitions 15
Climate Change risk management processes 15
Identification 15
Prioritisation 17
Climate and Nature related risks (threats and opportunities) 17
Assessing resilience through scenario analysis 19
Assessing financial materiality, position, and performance 21
Managing risks and input to strategy 22

Sustainability-related Governance **23**
Responsible procurement 23
Information security 23
Health and safety 23
Whistleblowing 24
Anti bribery and money laundering 24
Fair labour practices 25

Sustainability Data, Metrics, and Targets **26**
Alignment with international regulatory frameworks 26
Key performance indicators and SDG alignment 26
Climate and Nature data and metrics 31
GHG emissions 31
Actions taken during 2024 to reduce emissions 32
Asset exposure to Climate-related risks and opportunities 32
Internal Carbon Prices 32
Remuneration 33
Climate targets 33
Net Zero by 2030 33
Helping the UK meet its climate targets 34
Additional nature-related metrics and targets 34

Annex **35**
SECR 35
Life Time Carbon Reduction
Analysis Assumptions 37
Smart meters 37
Assumptions 38
Electric vehicle charge point installations 39
Assumptions 39
Heat pump installations 39
Assumptions 40

Index tables **41**
SECR 41
ISSB S2 42
TFCD 45
TFND 47