LRQA SUSTAINABILITY REPORT 2025

LRQA
Your Risk Management Advantage

CONTENTS

ABOUT THIS REPORT

This report covers the period from January 1 to December 31 2025 and applies to all entities consolidated under LRQA Group Limited (hereafter referred to as LRQA) headquartered in Birmingham, United Kingdom.

LRQA publishes its sustainability report annually. This is the Group's third sustainability report and the first prepared with reference to the Global Reporting Initiative (GRI) Standards. The reporting period aligns with the financial reporting period. If information is not available for the full scope or has exclusions, this is disclosed in the metrics table in the Appendix.

Date of report: July 15 2026

Contact

LRQA Group Limited
1 Trinity Park
Bickenhill Lane
Birmingham
B37 7ES
United Kingdom

FOREWORD

Sustainability is fundamental to how organisations manage risk, build resilience and create long-term value. For LRQA, it is embedded in both how we support our clients and how we run our business. Geopolitical uncertainty, evolving trade dynamics and the changing global response to climate change are reshaping the operating environment for organisations worldwide. Alongside rising regulatory expectations and scrutiny on supply chains, these forces reinforce the importance of sustainability at the centre of business decision-making.

Our sustainability strategy, Our Planet, Our Plan, provides the framework for how we deliver for our clients and strengthen our own performance. This report sets out the progress we have made over the past year, where we are making an impact and where we continue to evolve. It has been prepared in reference to relevant reporting standards and reflects our commitment to transparency and continuous improvement.

In 2025, we focused on strengthening the foundations for long-term, measurable progress. Highlights include establishing a framework for our carbon reduction plan, using the findings from our 2024 double materiality assessment (DMA) to evolve Our Planet, Our Plan, launching a global Career Framework and maintaining a strong focus on safety, reflected in a zero Lost Time Injury Rate (LTIR). Through our work with clients, we also embedded programmes to improve working conditions for more than five million workers worldwide and accelerated the energy transition by delivering renewable energy projects across more than 30 countries.

External recognition continues to reflect our progress including improving our EcoVadis score, securing two awards at the Business Culture Awards and EcoEngineers (an LRQA company) being named among the top energy and sustainability consulting companies. However, we are clear that sustainability is a continuous journey. Looking ahead, we will continue to strengthen our approach, deepen our impact and work closely with our clients and partners to address the challenges ahead.

Sustainability will remain central to how LRQA delivers value and how we build a business that is resilient, responsible and fit for the future.

Ian Spaulding
Chief Executive Officer, LRQA

HIGHLIGHTS

3,710 RENEWABLE ENERGY PROJECTS

DELIVERED ACROSS 30+ COUNTRIES, SUPPORTING THE GLOBAL ENERGY TRANSITION

DOUBLE WINNER AT THE BUSINESS CULTURE AWARDS

FOR TRANSFORMATION AND INTERNATIONAL CULTURE

ECOVADIS GOLD RATING, PLACING LRQA IN THE

TOP 5% GLOBALLY

OF ALL COMPANIES ASSESSED[1]

ZERO LOST TIME INJURY RATE

REFLECTING STRONG SAFETY PERFORMANCE

GLOBAL CAREER FRAMEWORK

LAUNCHED, ENABLING FAIR PROGRESSION AND INTERNAL MOBILITY

ECOENGINEERS, AN LRQA COMPANY, RECOGNISED AMONG

THE TOP 10 ENERGY AND SUSTAINABLE

CONSULTING FIRMS

CARBON REDUCTION FRAMEWORK

ESTABLISHED, IDENTIFYING KEY PATHWAYS TO MEET CLIMATE GOALS

SOCIAL VALUE STRATEGY LAUNCHED

GUIDING OUR IMPACT ACROSS COMMUNITIES, ECONOMY AND ENVIRONMENT

5.1 MILLION WORKERS REACHED

ACROSS 80+ COUNTRIES AND 50+ LANGUAGES THROUGH CLIENT SURVEYS AND GRIEVANCE MECHANISMS

[1]As of June 2026. See recognition page here.

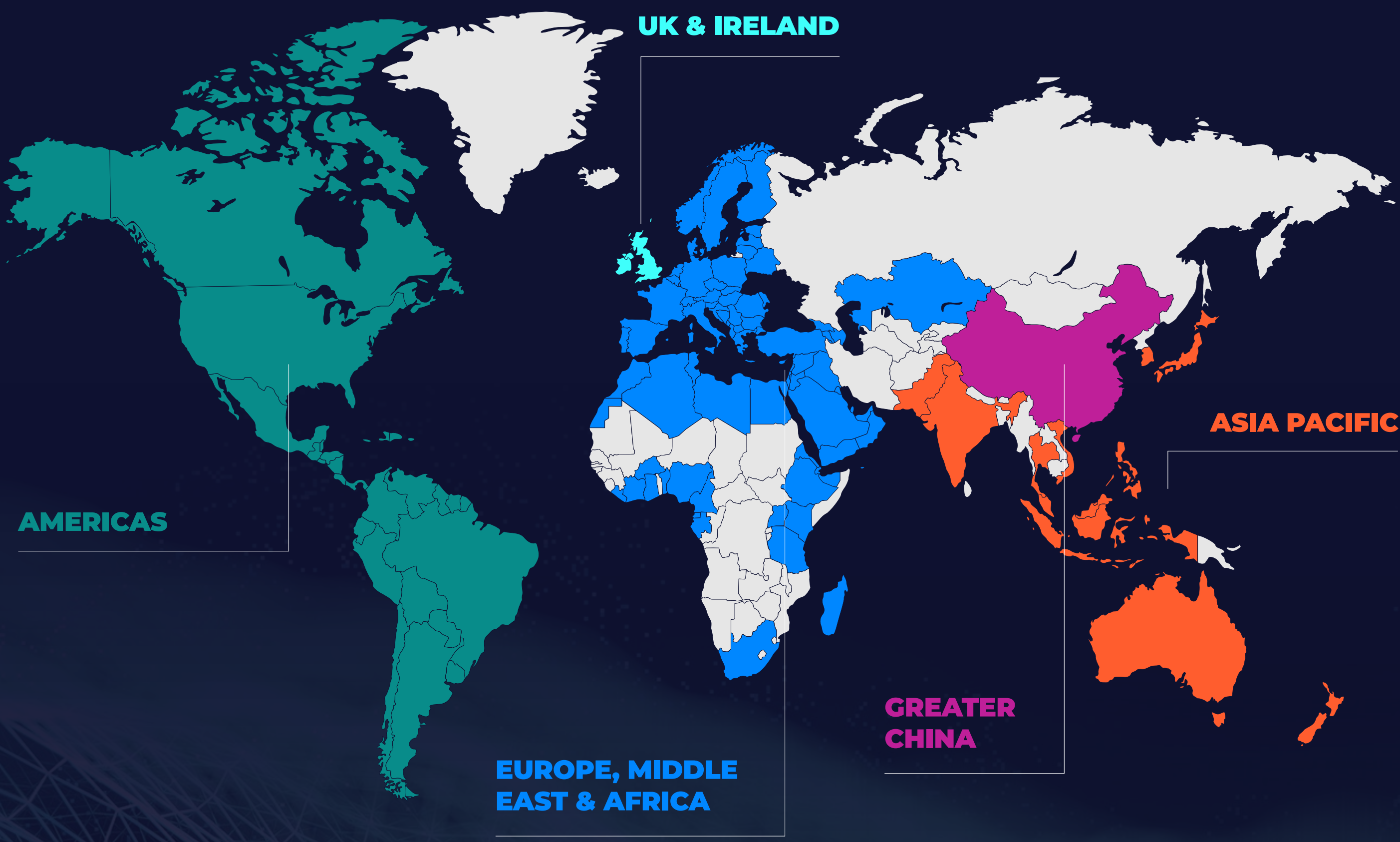
PORTRAIT OF LRQA

LRQA is the leading global risk management partner, helping organisations anticipate and navigate an increasingly complex world.

Our purpose is to give clients a competitive advantage by helping them turn business risk into opportunity. We work with organisations to identify business-critical risks and develop smart, scalable solutions that strengthen resilience. Drawing on deep expertise in compliance, certification and connected risk management, we enable clients to build stronger, more resilient and more secure businesses for the future.

LRQA works with organisations across a broad range of industries including energy and renewables, construction and engineering, consumer goods and retail, food and beverage, chemicals and processing, technology and telecommunications, transportation and mobility, marine, public and financial and professional services.

Headquartered in Birmingham, United Kingdom, LRQA is a private limited company registered in England and Wales. As of year-end 2025 our workforce was comprised of more than 6,000 colleagues operating in over 150 countries. LRQA is primarily classified under NACE code 82.99 – Other business support service activities, reflecting its core services in assurance, certification, inspection and risk management. Certain activities, particularly technical inspection and verification services, also align with NACE 71.20 – Technical testing and analysis.



OUR SOLUTIONS PORTFOLIO

SAFETY EXCELLENCE

Protecting people, assets, products and systems through a culture of safety and continuous improvement

QUALITY ASSURANCE

Going beyond compliance to drive true performance in quality, efficiency and operational excellence through stronger systems and processes

CYBERSECURITY

Reducing digital risk and building resilience through threat-informed protection and incident readiness

CLIMATE PERFORMANCE

Enabling organisations to understand, measure, verify and accelerate progress towards carbon reduction and sustainability goals

RESPONSIBLE SOURCING

Creating transparent, resilient supply chains that protect people and strengthen trust

MEMBERSHIPS AND ACCREDITATIONS

LRQA is recognised by the world's leading accreditation bodies and associations. Below is a selection of those groups, a full list can be found on our **website.**	APSCA	COFRAC	ISO
	ASME	CREST	RBA
	BRCGS	DAKKS	RVA
ACCREDIA (Formerly Sincert)	CASCALE	FSSC	SEDEX
ANAB	CNAS (Formerly CNAB)	IFS	UKAS

UNGC PARTICIPANT

LRQA is an active participant in the United Nations Global Compact (UNGC), a commitment we commenced in March 2023. As part of this global initiative, we uphold the UNGC's Ten Principles, which focus on human rights, labour standards, environmental protection and anti-corruption – ensuring responsible and ethical conduct across our business operations.

UN GLOBAL COMPACT

2025 PARTICIPANT

Our company is committed to upholding the Ten Principles of the **United Nations Global Compact**. Please refer to our **Communication on Progress.**

EMBEDDING SUSTAINABILITY AT LRQA

Sustainability is integral to LRQA's business, both in how we deliver risk management solutions for our clients and how we operate as an organisation. This chapter sets out how sustainability is embedded across LRQA, including how we govern it at the highest levels, identify and manage material sustainability topics and work to mitigate negative impacts from our operations and wider value chain.

Sustainability management structure and governance

Sustainability governance at LRQA is built on clear lines of ownership and accountability, extending from individual contributors to Board-level oversight.

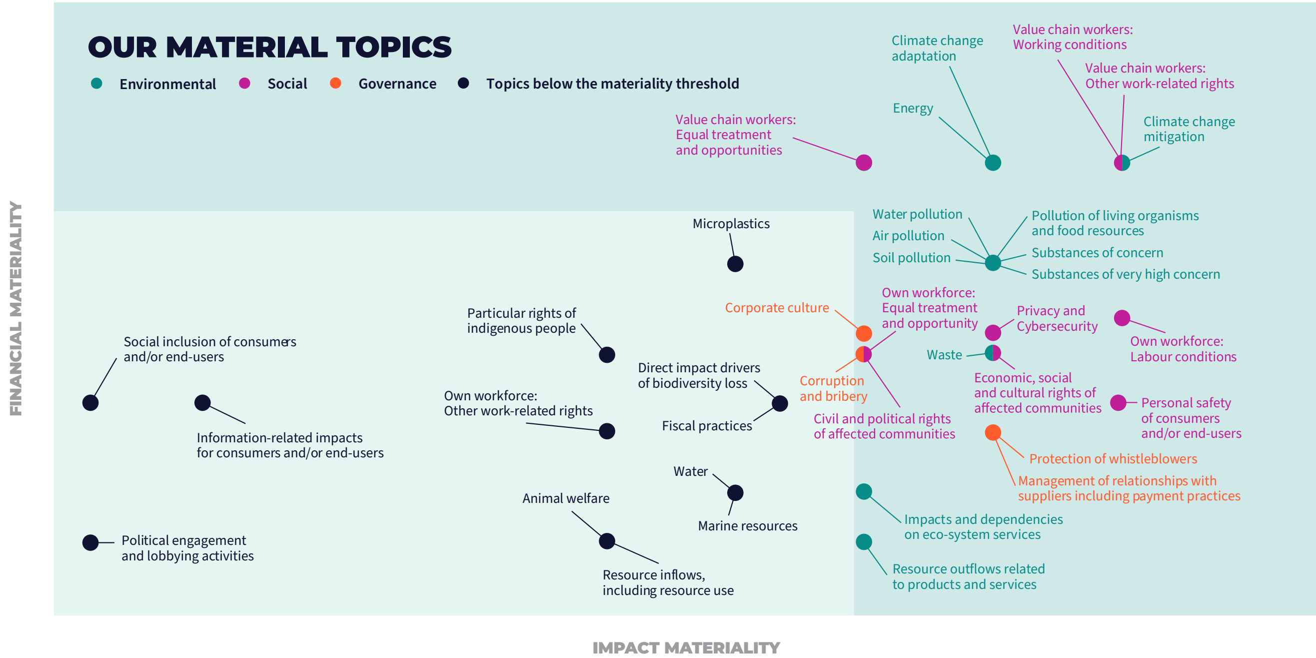
BOARD OF DIRECTORS	• Overall responsibility for monitoring and approving matters related to Our Planet, Our Plan – our global sustainability strategy. • Receives quarterly updates on progress and conducts an annual review of sustainability performance. • A subcommittee reviews and approves the annual sustainability report.
EXECUTIVE LEADERSHIP TEAM (ELT)	• Overall responsibility for Our Planet, Our Plan, setting our vision, integrating our sustainability priorities into our core business decisions and ensuring accountability. • A subcommittee reviews and approves the annual sustainability report. The subcommittee includes members who sit on the Board and ELT. • An Executive Sponsor – appointed in 2024 – provides strategic direction and helps ensure alignment across functions and reinforces accountability.
SUSTAINABILITY LEADERSHIP TEAM	• Consists of cross-functional leaders. • Responsible for the delivery of sustainability initiatives in line with our strategy.
SUSTAINABILITY TEAM	• Leads the implementation of Our Planet, Our Plan, working across the business to embed sustainability into daily operations and strategic decision making. • Responsible for monthly meetings with the Sustainability Leadership Team and Executive Sponsor on delivery against milestones.
SUSTAINABILITY AMBASSADORS	• Lead the implementation of Our Planet, Our Plan, working across the business to embed sustainability into daily operations and strategic decision making. • Responsible for monthly meetings with the Sustainability Leadership Team and Executive Sponsor on delivery against milestones.

DOUBLE MATERIALITY ASSESSMENT TO IDENTIFY MATERIAL SUSTAINABILITY TOPICS

In 2024, we conducted a DMA in line with the requirements of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) to identify LRQA's material sustainability topics – the key Environmental, Social and Governance (ESG) matters where LRQA's business activities have the most significant impact, as well as the greatest risks and opportunities posed to our business. The material topics uncovered through the DMA directly shaped the direction of our sustainability strategy.

Further information on how we carried out the DMA can be found under 'DMA methodology' in the Appendix.

Due to the broad nature of our business and client industries, we have 10 material topics and 25 material sub-topics, as shown in our materiality matrix and summarised table. More information on how we manage these topics and our outlook for the future can be found in the priority-specific chapters of this report.



ENVIRONMENT	E1 Climate change	Climate change mitigation Climate change adaptation Energy
	E2 Pollution	Pollution of air Pollution of water Pollution of soil Pollution of living organisms and food resources Substances of concern Substances of very high concern
	E4 Biodiversity and ecosystems	Impacts and dependencies on ecosystem services
	E5 Circular economy	Waste Resource outflows related to products and service
SOCIAL	S1 Own workforce	Working conditions Equal treatment and opportunities for all
	S2 Workers in the value chain	Working conditions Equal treatment and opportunities for all Other work-related rights
	S3 Affected communities	Communities' economic, social and cultural rights Communities' civil and political rights
	S4 Consumers and end-users	Personal safety of consumers and/or end-users
	Sx Privacy and cybersecurity[2]	Privacy and cybersecurity
GOVERNANCE	G1 Business conduct	Corporate culture Corruption and bribery Protection of whistleblowers Management of relationships with suppliers including payment practices

[2] *This sub-topic is not part of the ESRS, and was added as a self-identified disclosure*

SUSTAINABILITY PRIORITIES AND GOALS

Our four sustainability priorities, aligned to the UN's Sustainable Development Goals (SDGs), are:

PRIORITIES | **2030 GOALS[3]** | **SDG ALIGNMENT**

GOVERNANCE

CORPORATE INTEGRITY

We uphold the highest standards of ethics and professionalism.

- 100% targeted employees complete Compliance and Ethics Declaration[4]
- 100% targeted employees complete Code of Ethics training

SOCIAL

PEOPLE EXPERIENCE

We are a diverse, equitable and inclusive workplace where our people thrive.

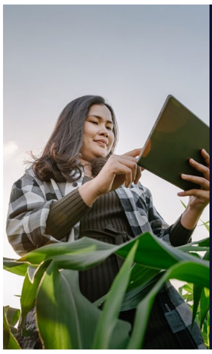
- A year-on-year increase in the diversity of our workforce
- Lost time injury rate <0.15

ENVIRONMENT

ENHANCED LIVELIHOODS

Our work leads to enhanced livelihoods for workers in global value chains, and we create positive social value in the communities where our people live and work.

- 100% of supplier spend aligned to LRQA Responsible Sourcing Programme
- A year-on-year increase in the number of workers surveyed and covered by grievance mechanisms in our client engagements
- Create £1 million in economic, social and environmental value globally in our communities



CLIMATE ACTION

We reduce our emissions to achieve net zero by 2040, and we play a growing role in enabling a low-carbon future.

- Net zero by 2040
- A year-on-year increase in the number of our projects that focus on green energy, low-carbon fuels and climate advisory services as part of our commitment to accelerate the global energy transition

[3] *Goals set to 2030 in line with SDG timeline, except for 'Net zero by 2040' under Climate Action*
[4] *Targeted employees refer to all employees who have access to the training platform*

CORPORATE INTEGRITY

Integrity is the foundation of our culture and client relationships.

We are committed to ethical conduct, transparency and accountability, supported by strong safeguards against bribery, corruption and misconduct.

From our colleagues to the services we deliver and our suppliers, we foster an environment where concerns can be raised safely and doing the right thing is expected at every level.

BUSINESS CONDUCT

Relevance and impacts

LRQA's role as a trusted partner depends on high standards of professionalism, impartiality and transparency. Stakeholders expect strong governance, responsible behaviour and clear accountability across all operations; therefore, we focus on ensuring a strong culture of ethics, with clear expectations, policies, practices and monitoring to support us living up to the highest standard.

No material risks or opportunities related to business conduct were identified through the DMA.

Our ambition

LRQA's ambition is to demonstrate ethical conduct in its global operations and maintain a culture in which integrity is embedded everyday decision making. Looking ahead to 2030, LRQA has set two key goals:

- 100% completion of a Compliance and Ethics Declaration by all targeted employees.
- 100% completion of the Code of Ethics training for all targeted employees.

Management approach

ETHICS AND COMPLIANCE PROGRAMME

LRQA manages business conduct through an Ethics and Compliance Programme designed to maintain high ethical standards, maintain regulatory compliance and to support colleagues in making responsible decisions.

Key topics covered by the programme include anti-bribery and corruption, competition law compliance, gifts and hospitality, sanctions, export control, anti-money laundering, modern slavery and human trafficking, impartiality and conflicts of interest and our Speak Up channel.

The programme is structured around the following key components:

- Risk assessment, policies and procedures – identifying relevant risk areas and ensuring policies reflect regulatory changes and best practice.
- Communication and training – ensuring all colleagues understand the Code of Ethics, associated policies and expected behaviours.
- Monitoring, investigation and enforcement – ensuring incidents are reported, investigated and addressed through appropriate corrective actions.

CODE OF ETHICS

The LRQA **Code of Ethics** is the foundation of our Ethics and Compliance Programme, setting clear principles that guide every colleague to act with integrity every day. The Code applies to all direct employees, who must sign the Code upon joining LRQA and complete Code of Ethics training. The Code is supported by a suite of Group policies covering areas such as anti-bribery and corruption, anti-money laundering, sanctions, competition law, gifts and hospitality and conflicts of interest.

LRQA MODERN SLAVERY STATEMENT

LRQA remains committed to preventing modern slavery and human trafficking within its operations and supply chains. The LRQA **Modern Slavery Statement** outlines actions taken to assess and mitigate these risks, forming part of LRQA's wider human rights commitments.

CASE STUDY

Strengthening our culture through a refreshed Code of Ethics training

At LRQA, business conduct underpins our role as a trusted risk management partner. In 2025, we relaunched our Code of Ethics training, designed to make expectations clear, practical and relevant to all roles. Through interactive, scenario-based learning, employees are supported to apply ethical principles in day-to-day situations, strengthening confidence in decision-making and encouraging a speak-up culture.

By setting an ambition of full participation, we are reinforcing that ethical conduct is not only a policy requirement, but a shared responsibility central to protecting our reputation, managing risk and delivering services with integrity.

Tim Phipps
Head of Risk and Compliance

SPEAK UP AND GRIEVANCE MECHANISMS

LRQA promotes a culture in which colleagues, clients, suppliers and other stakeholders can raise concerns confidentially. The LRQA **Speak Up channel** is operated by an independent provider, is available in multiple languages and can be used anonymously. Colleagues can also raise concerns by reporting through line management and the People Team. Significant or critical concerns are raised to senior management and the Audit, Risk and Compliance Committee (ARCC).

We maintain a zero-tolerance policy for retaliation, ensuring that anyone raising a concern in good faith is protected and supported and that all concerns raised are investigated through a structured and fair process.

COMPLIANCE TRAINING

Employee compliance training provides a clear articulation of ethical expectations. In 2025, LRQA refreshed the Code of Ethics training and continued to provide e-learning modules on anti-bribery and corruption, financial sanctions and modern slavery.

ROLES AND RESPONSIBILITIES

Oversight of LRQA's ethics and compliance activities is provided by ARCC. The committee monitors programme effectiveness, reviews policy updates and oversees key risks. LRQA's Group Head of Risk and Compliance leads the Ethics and Compliance programme.

OUTLOOK

In the coming year, LRQA will continue to embed its ethical governance framework into its global operations and recently acquired entities. Planned activities include an update to the Anti Bribery and Corruption training and the launch of an annual Employee Compliance and Ethics Declaration, with the aim of achieving 100% completion in 2026.

PRIVACY AND CYBERSECURITY

Relevance and impacts

Privacy and cybersecurity are critical to LRQA's ability to deliver trusted risk management services, safeguard sensitive data and maintain operational resilience. Ensuring the confidentiality, integrity and availability of data underpins stakeholder trust and effective operations. As digitalisation advances, including the growth of Artificial Intelligence (AI), LRQA continues to address emerging risks through policies and governance frameworks that support its ethical and compliant use.

LRQA's cyber services also create positive impacts beyond its operations. Through cybersecurity assessments, training and certification, LRQA helps clients strengthen cybersecurity maturity and privacy safeguards.

No material risks or opportunities related to privacy and cybersecurity were identified through the DMA.

Our ambition

Our ambition is that colleagues understand and comply with information security and data protection requirements, supported by effective governance.

Training in information security, business continuity and data protection helps colleagues to identify and manage risks. LRQA works to maintain resilient operations by protecting the value chain, securing data and ensuring compliance with applicable laws. Audit findings are managed through the Information Security Management System (ISMS), with plans to further develop internal cybersecurity performance indicators.

ZERO CYBERSECURITY INCIDENTS
FOR A THIRD YEAR IN A ROW

100% OF TEAMS
COMPLETED A BUSINESS IMPACT ANALYSIS AND A BUSINESS CONTINUITY PLAN

CYBERSECURITY ASSESSMENTS IDENTIFIED
9,500+ CYBERSECURITY
VULNERABILITIES FOR CLIENTS, UP FROM 8,000 IN 2024

CASE STUDY

Building resilience through structured business continuity

In 2025, the Information Security Team strengthened operational resilience through the implementation of a structured, organisation-wide approach to business continuity. A consistent framework for risk assessment and service recovery was embedded across the business. This was achieved by all teams by completing business impact analyses and continuity plans during the year.

The programme embeds proactive risk identification and workaround strategies, ensuring teams are prepared to respond to disruptions ranging from IT outages and cybersecurity incidents to supplier failures or external crises, supporting continuity of service for clients.

Lyndsey Orton
Business Continuity & Resilience Manager

Management approach

LRQA manages privacy and cybersecurity through a framework of policies, systems, operations and training to identify, assess and mitigate risks. This is underpinned by an ISO 27001-certified ISMS, supported by Cyber Essentials and Cyber Essentials Plus, which defines secure information handling standards.

The Security Operations Team monitors and responds to threats using advanced technologies, supported by penetration testing, threat intelligence and proactive threat hunting. Business continuity is managed through a structured system for risk assessment and service recovery, and in 2025, all teams completed business impact analyses and continuity plans. To strengthen human resilience to cyber risks, phishing simulations were also conducted in 2025, reaching 100% of targeted employees.

Data protection is governed by a Global Data Protection Policy, supported by tools such as Data Protection Impact Assessments and embedded Privacy by Design. In 2025, cybersecurity incidents were managed through established response processes, with no incidents resulting in material impact or requiring regulatory notification or executive escalation.

LRQA delivered 1,356 cybersecurity assessments to clients in 2025 and identified over 9,500 vulnerabilities through these engagements, providing insight into evolving threats and informing continuous improvement within the ISMS.
LRQA also launched and became accredited to deliver ISO 42001,[5] the world's first AI Management System standard, designed to build trust in AI through robust ethical guidelines. As an accredited provider, LRQA will support clients in strengthening AI governance and addressing emerging risks related to data privacy, ethics and responsible use.

[5] *As of February 2026*

COMPLIANCE-RELATED TRAINING

These measures are reinforced through training, including data protection and information security for all employees.

CASE STUDY

Strengthening cybersecurity for digital food ordering

Aigens Technology Limited is a provider of digital solutions for the food and hospitality sector. As it expanded and participated in a major government tender, demonstrating the security and reliability of its online ordering system became critical.

Aigens partnered with LRQA to conduct a CREST-certified penetration test within a tight timeframe. LRQA deployed specialist cybersecurity expertise to assess the system, identify vulnerabilities and provide practical remediation guidance.

The assessment strengthened platform resilience, enabled Aigens to meet tender requirements and reinforced trust with clients and stakeholders.

Read more →

ROLES AND RESPONSIBILITIES

The ELT is responsible for privacy and cybersecurity and is accountable to the Board. Executive responsibility sits with designated leaders for information security and data protection, supported by specialist teams responsible for implementing controls to protect the confidentiality, integrity, availability and privacy of LRQA systems and data.

CASE STUDY

Enabling trusted AI innovation through ISO/IEC 42001

Dubai Digital Authority (DDA) leads the Dubai Government's digital transformation, advancing AI to improve public services and efficiency. As adoption accelerated, DDA identified the need for a governance framework to scale innovation safely and transparently.

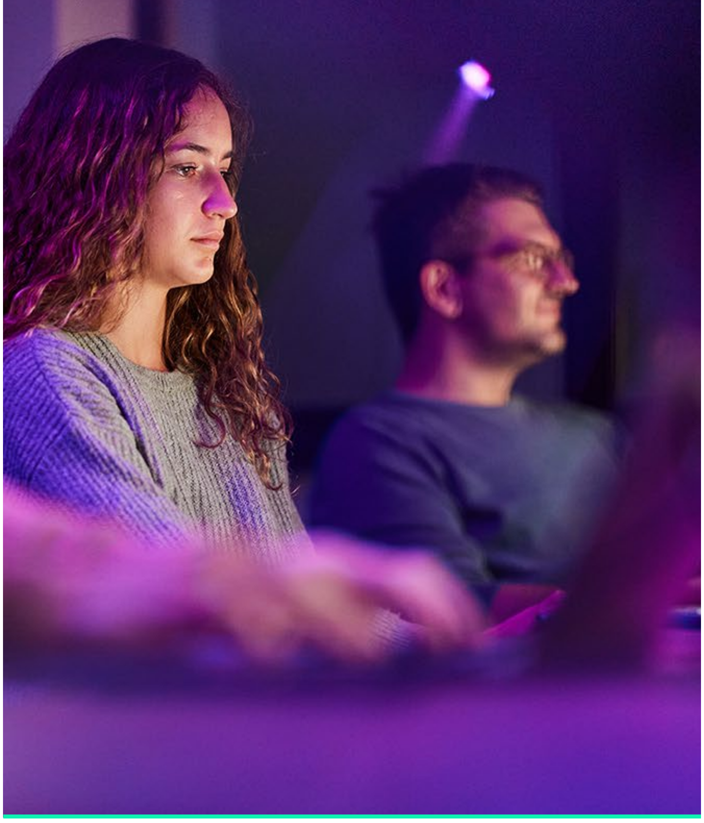
DDA partnered with LRQA to achieve ISO/IEC 42001 certification, the international standard for AI management systems. LRQA provided independent, risk-based assurance tailored to the public sector, embedding governance without constraining innovation.

The certification established a strong foundation for responsible AI, enhancing oversight, accountability and confidence.

Mohamed Samsudeen
ISO 42001 Auditor

OUTLOOK

In the coming year, LRQA will continue to strengthen its privacy and cybersecurity capabilities by enhancing analytics and reporting processes, refining internal KPIs and maintaining its information security and business continuity certifications. Focus will remain on advancing monitoring, detection and response capabilities, alongside expanding training and awareness programmes to support a strong security culture across the global workforce.



PEOPLE EXPERIENCE

Our people are central to LRQA's success.

Our focus on the colleague experience reflects our commitment to creating a workplace where everyone can grow, succeed and make a meaningful impact.

This includes maintaining a strong emphasis on health and safety, as well as supporting overall wellbeing including physical, mental, financial and emotional health.

OWN WORKFORCE

Relevance and impacts

LRQA aims to provide a workplace where colleagues feel safe, valued and able to grow. Flexible arrangements help colleagues manage professional and personal responsibilities, while defined subcontractor terms provide transparency where flexible deployment is required. Alongside this, a strong focus on occupational safety helps foster a work environment that protects colleagues and reinforces shared responsibility.

This is complemented by a commitment to professional development with mentoring and continuous learning opportunities including leadership programmes, internal mobility and technical training.

No additional material risks or opportunities were identified through the DMA.

Our ambition

LRQA is working towards achieving 45% workforce diversity by 2030 and maintaining an annual LTIR below 0.15. In 2025, women represented 40% of the total full-time equivalent (FTE) workforce, and the LTIR was 0, reflecting the strength of our safety culture.[6]

[6]Diversity metrics currently reflect gender representation only (male/female), based on available workforce data.

CASE STUDY

Building capability and connection through global development programmes

In 2025, we launched the Global Auditor Academy alongside a global mentoring programme to strengthen career development and expand access to opportunities across LRQA. Together, these initiatives create clear pathways into the Testing, Inspection and Certification sector for early-career professionals and those transitioning into new roles.

The Academy combines formal qualifications with practical, mentored experience to build technical expertise and confidence. Complementing this, the mentoring programme connects colleagues in structured relationships focused on career growth, leadership capability and network-building. These programmes support inclusive development by combining practical learning with peer support, helping to build capability, strengthen collaboration and enable more equitable access to progression opportunities across the organisation.

Joanna Sanders
People Partner EMEA
and Client Operations

0 DAYS LOST DUE TO INJURY

ACROSS ALL OUR OPERATIONS

33 GRADUATES

33 FUTURE LEAD AUDITORS ENROLLED IN THE GLOBAL AUDITOR ACADEMY

Management approach

LABOUR CONDITIONS

Workplace safety is managed through LRQA's Health, Safety and Wellbeing (HSW) management system, aligned with ISO 45001 and ISO 14001 where applicable. Health and safety risk assessments are carried out for office sites. The system has also been expanded to include wellbeing and psychosocial incidents, enabling consistent reporting of both mental and physical health concerns.

In 2025, LRQA recorded 24 work-related injuries (5 medical treatment cases and 19 minor injuries), with 0 lost time days. As a result, LTIR and Lost Time Injury Frequency Rate (LTIFR) were both 0, Total Recordable Incidence Rate (TRIR) was 0.18 and no fatalities occurred.

Employee wellbeing is supported through the Thrive framework, which addresses psychological, physical, social and financial wellbeing. This includes access to an Employee Assistance Programme offering mental health, financial and legal support, alongside a network of trained Wellbeing Ambassadors providing peer support. LRQA also provides an annual Wellbeing Day to encourage rest and recovery. In 2025, 56% of employees made use of this, an increase of 6% from 2024. Additional targeted support is available through the Hardship Fund.

These measures are reinforced through:

- Mandatory HSW training
- The Just and Fair guidance to promote personal accountability and learning in the event of a health and safety incident
- Safe working behaviours through the LifeSavers framework which sets out five core expectations (competence, risk assessment, safe positioning, emergency preparedness and psychosocial wellbeing)

EQUAL TREATMENT AND OPPORTUNITY

LRQA promotes equal treatment and opportunity through structured, transparent development frameworks. The global Career Framework, launched in 2025, provides clarity on roles, responsibilities and progression, building equity and supporting employees in their development. This is complemented by the Be Your Best performance approach, which aligns individual development with organisational priorities and supports ongoing performance and career discussions.

CASE STUDIES

Movetober reinforces wellbeing, connection and impact

LRQA's Movetober challenge was one of the most engaging moments of 2025. More than 700 colleagues took over 170 million steps, turning everyday movement into measurable improvements in health, energy and wellbeing. Many reported building healthier routines, reducing stress and reconnecting with colleagues, friends and family.

Small changes delivered meaningful outcomes, from improved mobility to renewed confidence and connection. Colleagues also raised £640 for United for Global Mental Health, matched by LRQA, bringing the total to £1,280 to support access to mental health care globally.

Lauren Hole
Global Culture and Engagement Manager

Career frameworks to strengthen equity

The introduction of our Career Framework was a key step in strengthening fairness and transparency across LRQA. It provides clear visibility of career pathways, role expectations and progression opportunities for all colleagues.

Now embedded across the business, the framework supports consistent role structures, enabling more effective conversations on development, performance and reward. Standardised roles and levels help ensure fairness in recognition and pay, reducing bias and supporting equitable outcomes.

Daniel Waller
Global Head of Reward

Employee voice is captured through the bi-annual InTouch survey, which enables anonymous feedback and identifies strengths and areas of improvement. In November 2025, 78% of employees participated, an increase of three percentage points from 2024, indicating strong engagement and confidence that feedback is acted upon.

Learning and development are supported through the Learning Hub, which offers a broad range of professional and personal development resources, including wellbeing, resilience and management capability. This is complemented by the Global Auditor Academy, launched in 2025, which includes structured Auditor Trainee and Future Lead Auditor pathways. In 2025, 33 trainees enrolled in the Future Lead Auditor programme, strengthening internal capability and succession planning.

LRQA monitors UK Gender Pay Gap (GPG) metrics as a key indicator of progress toward equity and inclusion. In 2025, the mean GPG was 18% and the median 20%. Although the median GPG decreased by 7% year on year, both remain above national benchmarks for STEM sectors and reflect the underrepresentation of women in senior and technical roles. While pay differences within comparable roles are limited, the overall gap is driven by workforce composition, and reducing it remains a priority. LRQA is addressing this through targeted actions, including the introduction of the global Career Framework, investment in inclusive leadership and development programmes and initiatives to attract, retain and progress more women into senior roles. Further detail is provided in the **2025 UK GPG Report.**

LRQA's inclusion efforts are strengthened by colleague led resource groups such as the Neurodiversity, Gender Equality and LGBTQ+ focus groups to raise awareness, increase understanding and promote inclusive behaviours across the organisation.

ROLES AND RESPONSIBILITIES

Oversight of our workforce sits with the ELT, with accountability to the Board. The People Team is responsible for designing and delivering initiatives led by a senior team including the Global Head of Reward, Global Head of People Services and Global Head of People Experience. Two executive sponsors provide direction and oversight of the HSW strategy.

OUTLOOK

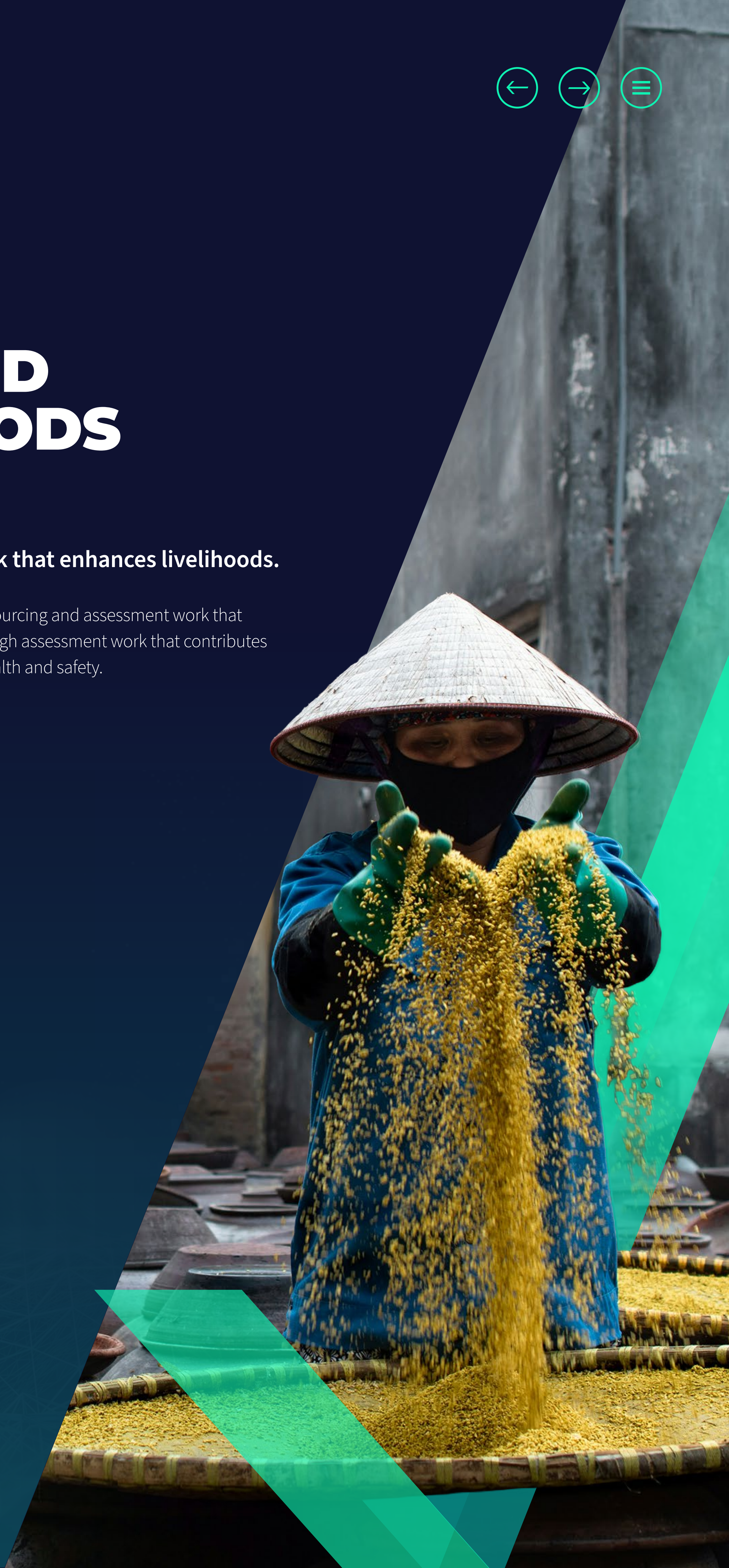
Looking ahead, LRQA will continue to strengthen the implementation of its HSW strategy. The Career Framework introduced in 2025 provides greater clarity on role levels and progression pathways to support internal mobility and career development, while a new pay philosophy will enhance consistency and fairness in reward decisions. To further support equal treatment and equity, LRQA is investing in inclusive leadership and recruitment practices, including targeted masterclasses, refreshed employer branding and careers materials to attract more diverse talent.

Community group programmes will be expanded to strengthen inclusion and belonging, and the Gender Equality Group is evolving into a more structured, cross-functional model with executive-level sponsorship. Improvements to data collection will also support more workforce analytics and future reporting.

ENHANCED LIVELIHOODS

LRQA is strongly rooted in work that enhances livelihoods.

We achieve this through our responsible sourcing and assessment work that impacts workers in value chains, and through assessment work that contributes to healthy communities and consumer health and safety.



LRQA GRIEVANCE MECHANISM HOTLINES GREW TO COVER

MORE THAN 2 MILLION WORKERS AT 1,763 CLIENT WORKSITES ACROSS 9 COUNTRIES

IN ASIA-PACIFIC AND LATIN AMERICA

WORKERS SURVEYED IN CLIENT SUPPLY CHAINS INCREASED TO 750,000 WORKERS ACROSS 83 COUNTRIES

SURVEYS WERE CARRIED OUT IN OVER 50 LANGUAGES WITH WORKSITE SIZES RANGING FROM NINE TO OVER 113,000 WORKERS

WORKER SURVEYS RESULTED IN MORE THAN 300 IMPROVEMENT ACTION PLANS, OF WHICH

100% OF THEM WERE COMPLETED

AUDIT DATA POINTS COLLECTED IN EIQ CLIMBED FROM

85+ MILLION TO MORE THAN 100 MILLION

WORKERS IN THE VALUE CHAIN

Relevance and impacts

According to our materiality assessment, LRQA's direct operational impact on value chain workers is limited, due to the nature of our own supply chain. However, through our Advisory, Assessment and Inspection services, as well as the EiQ supply chain intelligence software, LRQA contributes to improved labour standards in global value chains.

Advisory services and Training and Improvement Services (TIS) strengthen the skills and knowledge of client value chain workers in areas such as quality, safety, environmental management and information security. Advisory and Assessment activities also support clients in identifying and addressing labour-related risks, including those linked to secure employment, working hours, wages, occupational health and safety, as well as forced and child labour. Inspection services further contribute by ensuring the integrity of machinery and equipment, helping to prevent serious or fatal injuries.

LRQA also supports clients to respond to tightening human rights regulations, including CSRD, Corporate Sustainability Due Diligence Directive (CSDDD), EU Deforestation Regulation (EUDR), the Uyghur Forced Labor Prevention Act and the German Supply Chain Act.

Central to LRQA's efforts is our proprietary EiQ platform, which provides clients with insights into ESG risks across their supply chains, including risks related to forced labour, working conditions and health and safety. By identifying higher-risk suppliers, EiQ enables clients to take targeted action to prevent adverse impacts and improve labour standards. From 2024 to 2025 the number of suppliers screened in EiQ grew from 228,000 to more than 580,000 suppliers, while the number of audit data points grew from 85 million to over 100 million. Audit data growth was supported by increased integration of third-party data sources, with approximately 10,000 additional audit reports incorporated annually.

Our ambition

Our ambition is to continue to expand the reach of our due diligence activities and strengthen workers' voices in global supply chains. We also aim to ensure ethical, social and environmental expectations across our own supply chain. By 2030, we aim to:

- Achieve a year-on-year increase in the number of workers surveyed or covered by grievance mechanisms through client engagements.
- Align 100% of supplier spend with the LRQA Responsible Sourcing Programme, modelling best practices in labour and human rights across our own supply chain.

From 2024 to 2025, the number of workers surveyed or covered by grievance mechanisms as part of our client services grew from more than 4 million workers to more than 5 million workers, for a year-on-year increase of 25%. We achieved this by developing new tools to increase visibility into the impact and programme reach of grievance mechanisms as well as making improvements to worker surveys to increase participation.

CASE STUDY

EiQ partners with leading sports brand to optimise risk management and supplier training

U.S. Polo Assn., the official brand of the United States Polo Association (USPA), partnered with LRQA's EiQ platform to strengthen supply chain visibility and responsible sourcing across its global, licensee-led model. Operating in 190 countries, the brand sought a consistent, data-driven approach to managing sustainability risks.

Working with licensees, EiQ insights were embedded into sourcing decisions through supplier monitoring, risk analysis, machine-learning tools and digital learning. This improved transparency, supported continuous improvement and strengthened supply chain resilience. Supplier training on labour-related risks, including forced labour and migrant worker issues, helped build capability to identify and address potential impacts, supporting more responsible sourcing practices across the supply chain.

Danny Parker
Head of Client Success, EiQ

CASE STUDY

Strengthening grievance risk visibility across global supply chains with interactive dashboard

In 2025, LRQA launched a new grievance mechanism dashboard alongside an updated global grievance mechanism protocol, supporting organisations to better identify and manage social and environmental risks across complex global supply chains. The dashboard brings grievance data into a single, structured view, enabling analysis across suppliers, countries and regions and supporting alignment with international standards and emerging regulatory expectations, including the EU's CSDDD.

Drawing on insights from more than 123,000 reported grievances and covering over two million workers, the dashboard enables earlier identification of trends and areas of heightened risk. Detailed analysis and customisable filters support analysis and customisable filters support more consistent monitoring and follow up, helping organisations prioritise action, strengthen responsible sourcing practices and improve the effectiveness of remediation over time.

Dr. Hayley Hunt
Data Scientist

Management approach

SERVICE DELIVERY AND POSITIVE IMPACTS

LRQA's services support clients in improving labour conditions, enhancing community health and safety, and protecting consumer wellbeing.

Through worker engagement and grievance mechanisms, LRQA directly gathers feedback from client value chain workers to better understand working conditions and strengthen grievance processes. 750,000 workers participated in surveys, representing a workforce of over 3.1 million across sites ranging from nine to more than 113,000 workers.

Surveys were conducted in 83 countries and over 50 languages, resulting in 323 improvement action plans, all of which were completed. In addition, grievance mechanisms were accessible to more than 2 million workers across 1,763 workplaces in nine countries in Asia Pacific and Latin America.

These insights are supported by training and capacity building through Training and Improvement Services and Management System Solutions, which help clients and their workforce build knowledge on health and safety, ESG challenges and human rights risks.

Risk assessment and assurance activities, including inspections and certification, also help ensure that equipment, infrastructure and systems meet safety and quality requirements, while EiQ provides targeted insights into ESG and labour risk hotspots across supply chains.

CASE STUDY

Delivering impact through enhanced labour practices

FGV Holdings Berhad faced scrutiny following a Withhold Release Order (WRO) issued by U.S. Customs and Border Protection (CBP) over forced labour concerns in its palm oil operations.

Over five years, LRQA supported FGV through independent assessment and verification, working with legal counsel to address labour risks and implement remediation. This included reviewing recruitment, embedding grievance mechanisms, strengthening worker protections and verifying corrective actions, including reimbursing recruitment fees to thousands of workers and improving living conditions.

In January 2026, CBP modified the WRO, enabling FGV to resume exports to the U.S. This reflects sustained improvements in labour practices and the value of credible due diligence and independent verification.

Erin Lyon
Global Head of Channel Partnerships

CASE STUDY

Advancing human rights at sea in Fiji's fishing industry

The Fiji fishing sector faces heightened human rights risks due to the nature of work at sea, complex regulatory requirements and varying levels of social policy maturity across operators.

To address this, LRQA partnered with the Fiji Fishing Industry Association and Conservation International to support the development of industry-wide Social Policy Guidelines. This work combined a review of national regulations and international standards with consultation across government, industry associations and civil society.

The resulting guidelines provide a consistent framework to strengthen human rights practices at sea, support compliance and improve industry accountability.

Ivory Chang
Advisory Consultant

PROCUREMENT AND RESPONSIBLE SOURCING

LRQA's Responsible Sourcing Policy sets clear expectations for suppliers on environmental, social and ethical performance. These expectations are grounded in international standards, including the UNGC and the UN Guiding Principles on Business and Human Rights.

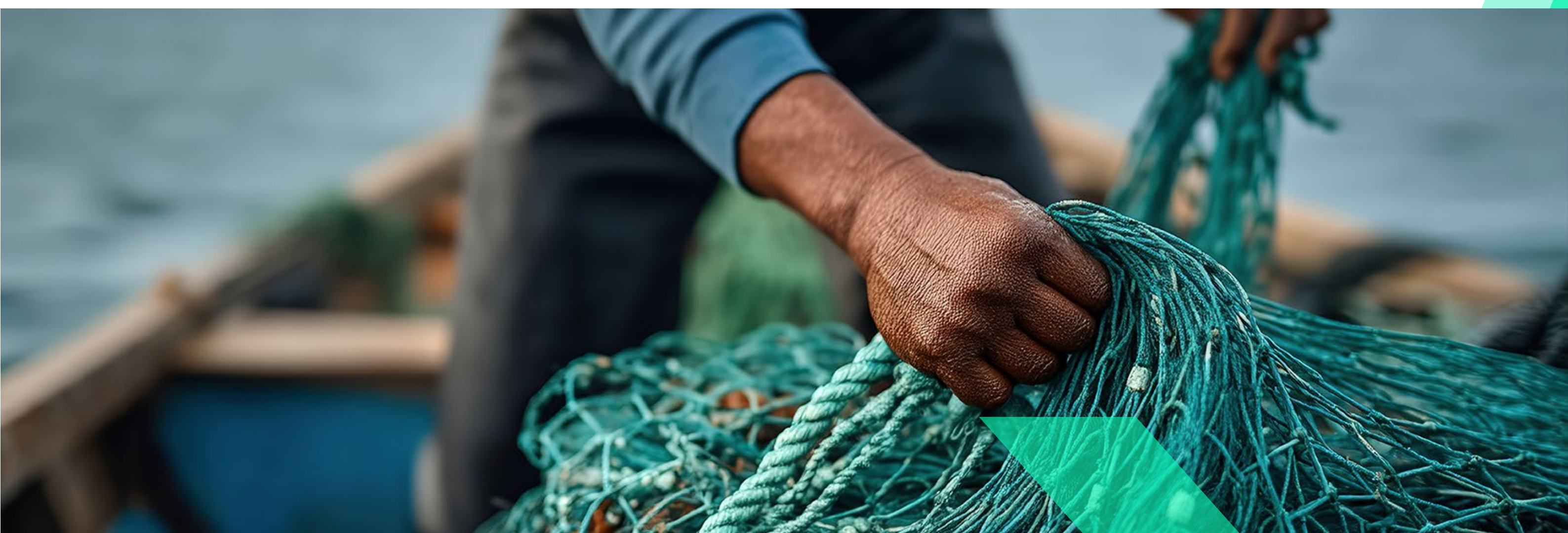
Since 2024, LRQA has implemented an enhanced supplier onboarding process that includes new screening questions on modern slavery, carbon footprint and sanctions compliance. We aim for 100% of suppliers including subcontractors to sign the **Business Partner Code of Conduct**, which aligns with LRQA's Code of Ethics.

OUR INTERNAL APPROACH: HUMAN RIGHTS AND ETHICAL POLICIES

LRQA's **Human Rights Policy** outlines our commitment to respecting the rights of our colleagues and business partners. Our Modern Slavery Statement details the measures taken to prevent forced labour and human trafficking across operations and supply chains. We maintain a zero-tolerance stance on all forms of modern slavery and expect the same from all those acting on our behalf.

ROLES AND RESPONSIBILITIES

Oversight of workers in the value chain sits with the ELT, with accountability to the Board. Executive responsibility is assigned to leaders within Advisory and Assessment services, supported by specialist teams responsible for human rights due diligence, social compliance methodologies and grievance mechanism design. These functions work together to support alignment between LRQA's services and international human rights standards, promoting responsible labour practices across client supply chains, which aligns with LRQA's Code of Ethics.



CASE STUDY

From pilot to sector impact: supporting coffee farmers' livelihoods in Colombia

Between October 2024 and March 2025, LRQA delivered a pilot in Colombia's Huila region to support coffee cooperatives in preparing for the EUDR, a regulation that links environmental protection with the protection of livelihoods in global supply chains. In partnership with IDH, the Sustainable Trade Initiative, the project focused on traceability, risk management and readiness for due diligence requirements, supporting compliance while strengthening resilience for smallholder farmers.

Validated national EUDR requirements were integrated into a digital traceability tool, developed with public authorities and industry stakeholders to address regulatory uncertainty. The approach is being applied across the coffee value chain to strengthen the ability to implement sustainability regulations in diverse contexts. This is already supporting approximately 1,800 farmers and helping cooperatives maintain access to European markets, safeguarding livelihoods while promoting more sustainable and responsible production practices.

Catalina Giron Giraldo
Associate Director, Sustainability Consulting Americas

OUTLOOK

In 2026, LRQA will advance data collection and monitoring processes to strengthen reporting on outcomes for workers, communities and consumers. This includes improving the integration of ESG insights across service lines and expanding the use of responsible sourcing tools during supplier onboarding.

We will also further develop our Advisory and Assessment services in response to evolving human rights regulations and stakeholder expectations.

COMMUNITY AND CONSUMER HEALTH AND SAFETY

Relevance and impacts

Through services delivered across food, water, infrastructure and industrial systems, LRQA plays a role in enabling safe food supplies, clean water access and the integrity of machinery and equipment relied upon by affected communities and consumers and end-users. Advisory and Assessment services also support freedom of expression and assembly in communities by strengthening grievance mechanisms and social dialogue in line with international standards, contributing to more inclusive and accountable outcomes across value chains.

LRQA's own operational activities also have indirect environmental impacts. Emissions associated with business travel and employee commuting contribute to air pollution, which can place pressure on local ecosystems. In some contexts, these environmental effects may influence vegetation and agricultural productivity over time, potentially affecting community access to adequate food, particularly in ecologically sensitive areas.

These impacts inform LRQA's approach to managing service quality, operational emissions and assurance integrity across its value chain. No risks or opportunities were identified for affected communities or consumers and end-users.

Our ambition

Our ambition is to maximise positive outcomes for affected communities and consumers and end-users while mitigating potential negative environmental impacts arising from our operations and service delivery. We aim to contribute to safe and reliable business systems, support public health outcomes and ensure the quality, safety and integrity of products, services and critical infrastructure relied upon by society.

Management approach

LRQA manages impacts on affected communities and consumers and end-users primarily through the governance, quality and integrity of its services. Strong technical oversight, auditor competence and independent assurance processes are central to preventing harm. Through certification and inspection services in sectors such as food, water and infrastructure, LRQA enables clients to meet regulatory and international requirements that underpin safe outcomes for communities and users.

These activities are supported by robust internal quality assurance processes, underpinned by LRQA's management system certifications to ISO 9001, ISO 14001, ISO 27001 and ISO 45001. LRQA ensures that auditors and inspectors are appropriately trained, qualified and competent through ongoing professional development, including adherence to the LRQA Code of Ethics and technical training.

ROLES AND RESPONSIBILITIES

Oversight of affected communities and consumers and end-users is provided by the ELT, with accountability to the Board. Executive responsibility sits with senior leaders across Assessment, Inspection and Advisory services, who are accountable for ensuring service quality, integrity and alignment with applicable regulatory and international standards. Delivery is supported by technical governance functions and specialist teams responsible for auditor competence, quality assurance and the consistent application of assurance methodologies and certification.

CASE STUDY

**McDonald's and LRQA:
Turning food safety risk into opportunity through 25 years of partnership**

McDonald's operates one of the world's largest and most complex food supply chains, where maintaining food safety, quality and trust requires rigorous oversight from farm to restaurant. As consumer expectations, regulatory requirements and supply chain complexity evolved, McDonald's sought to strengthen visibility and resilience while continuing to set industry benchmarks for food safety performance.

For more than 25 years, McDonald's has partnered with LRQA, evolving from supplier audits to a comprehensive, end to end food safety and quality collaboration. The long standing partnership has enabled McDonald's to protect brand trust, respond proactively to risk and continuously improve food safety practices across its global operations, demonstrating how assurance and collaboration can turn complex supply chain risks into long-term opportunity.

Kimberly Coffin
Supply Chain Assurance
Technical Director

CASE STUDY

Strengthening nuclear safety culture and system integrity

KSB SAS operates in the nuclear sector, where maintaining the safety and reliability of critical equipment is essential to protecting communities and end-users. Since 2022, KSB has partnered with LRQA to enhance its management systems in response to increasing regulatory expectations and the need to demonstrate a strong safety culture.

KSB partnered with LRQA to implement and achieve certification to ISO 19443, the international standard for quality management systems specific to the nuclear supply chain. Through this collaboration, LRQA supported the development of robust processes, strengthened governance and improved alignment with stringent industry requirements.

The partnership continues to evolve through ongoing surveillance audits, training and system refinement, supporting KSB in maintaining compliance, strengthening safety culture and ensuring the long-term reliability and integrity of its products and systems.

Philippe Defiolle
Auditor Manager

OUTLOOK

Looking ahead, LRQA will continue to drive the quality, consistency and integrity of its assessment, inspection and certification services to support safe outcomes for affected communities and consumers and end-users.

We will focus on maintaining high levels of technical competence, independent oversight and alignment with evolving regulatory and international standards in sectors critical to public health, safety and infrastructure. LRQA will also continue to refine its internal quality assurance processes and use insight from service delivery to inform ongoing improvement.

SOCIAL VALUE

Relevance and impacts

LRQA identified social value as an important aspect of its Enhanced Livelihoods priority and a key goal under Our Planet, Our Plan. This reflects our recognition of the role we play in generating economic, social, environmental and community value through our services, our operations and our presence in the regions where we work. While social value is not an ESRS topic, it has emerged as an important area for business to manage and embed in operations, particularly in the UK, where public procurement frameworks place explicit weighting on social value outcomes.

In 2025, LRQA established a social value strategy to provide a clear and consistent approach to how existing operational and service led activities contribute to social value. Developed in alignment with the Social Value TOM (Themes, Outcomes and Measures) System the strategy defines four priorities: job opportunities, economic growth, community engagement and environmental action.

Our ambition

By 2030, we aim to create £1 million in economic, social and environmental value globally through community investment and building long-term programmes.

Management approach

LRQA's approach to social value focuses on recognising, coordinating and evidencing value generated through existing business operations. Management of social value is therefore embedded across multiple areas of the business, including people development, community engagement and environmental action, drawing on governance and controls described elsewhere in this report. The social value strategy provides a unifying framework which is designed to ensure these activities are aligned, visible and measurable.

Employees are supported to contribute directly to their communities through an annual Volunteer Day to spend time supporting causes they care about locally. In addition, we aim to generate social value through contract delivery by engaging in additional value-generating activities already taking place in the business. LRQA manages these on a case-by-case basis.

ROLES AND RESPONSIBILITIES

Oversight of social value is provided by the Board, with accountability held by the ELT. Implementation is led by members of the Sustainability Leadership Team, underpinned by Group policies. A social value steering committee, supported by an executive sponsor, provides direction and oversight of implementation.

CASE STUDY

Developing leaders through coaching programmes

In 2025, we launched our first 'Leader as Coach' programme in partnership with the nonprofit Circl, combining leadership development with community impact.

The programme pairs professional leaders in LRQA with high potential young adults aged 18–24 from underrepresented backgrounds. Through structured coaching, teaching and practice, leaders learn to build inclusive leadership capability at a critical stage in their development.

Kerry Richardson
Head of Learning and Development

OUTLOOK

We will continue to embed our social value strategy across the business, with an annual goal to develop internal tools to track social value delivery.

CLIMATE ACTION

Our approach to environmental responsibility is central to how LRQA delivers impact.

Our focus on climate action reflects our commitment to addressing climate change, pollution, biodiversity loss and the transition to a circular economy.

These priorities are driven by how our activities and decisions affect the environment, and how we support organisations to reduce emissions, prevent pollution, protect nature and use resources more efficiently.

LRQA

GLOBAL OFFICE ELECTRICITY PROCURED FROM RENEWABLE SOURCES

INCREASED TO 24.4%

5.3% REDUCTION

IN TOTAL GREENHOUSE GAS (GHG) EMISSIONS ACROSS SCOPES 1, 2 AND 3

100% OF UK OFFICE ELECTRICITY

PROCURED FROM RENEWABLE SOURCES FOR A SECOND YEAR IN A ROW

CLIMATE CHANGE

Relevance and impacts

Climate change is a material topic for LRQA, influencing how we operate, how our services support clients and how we contribute to wider economic and ecological resilience. Energy consumption occurring through our business operations results in GHG emissions, which are recognised as contributors to global climate change.

As a professional services provider, our business travel footprint is tied heavily to service provision through audits and inspections. Our operational footprint is also driven by energy use in offices and through employees commuting to work.

Our ambition

LRQA's ambition in climate change is to achieve net zero emissions across our operations by 2040. In 2025, we put a net zero strategic framework in place to develop our carbon reduction plan.

The framework identified four key pathways to concentrate on GHG emissions reduction in our direct operations and supply chain:

- Business travel (representing 70% of our total carbon footprint)
- Purchased goods and services
- Employee commuting
- Energy consumption across our offices and fleet

The framework also identified the enablers required for success, including reduction targets, ongoing inventory management and people engagement.

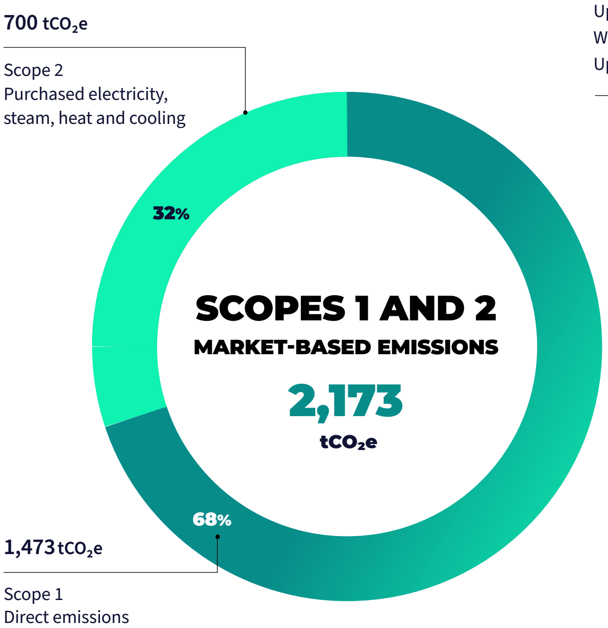
Management approach

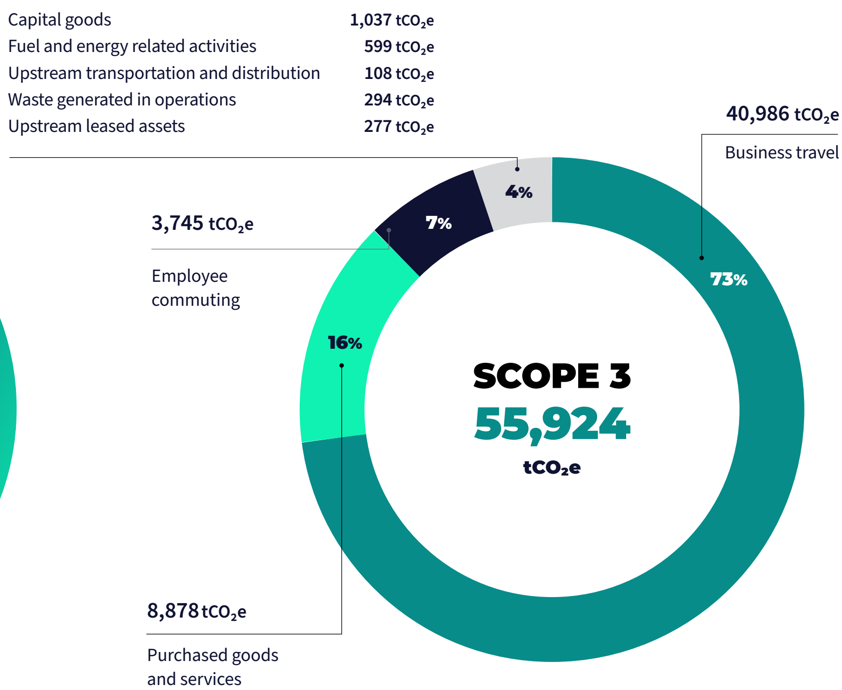
POLICIES TO SUPPORT CLIMATE ACTION

LRQA introduced a **Global Environmental Policy** and a **Global Sustainability Policy** to articulate our commitment to reducing emissions, improving resource efficiency and integrating sustainability considerations into decision-making at every level, aligned with the broader priorities of Our Planet, Our Plan.

2025 GHG INVENTORY SUMMARY

In metric tons of carbon dioxide equivalent (tCO_2e)	2025	% gross total	2024
Scope 1	1,473	2.5%	1,214
Scope 2 (market-based)	700	1.2%	488
Scope 2 (location-based)	661		429
Total Scope 1 and Scope 2 (market-based)	**2,173**	**3.7%**	**1,702**
Purchased goods and services	8,878	15.3%	11,112
Capital goods	1,037	1.8%	1,211
Fuel and energy related activities	599	1.0%	494
Upstream transportation and distribution	108	0.2%	52
Waste generated in operations	294	0.5%	354
Business travel	40,986	70.5%	42,215
Employee commuting	3,745	6.4%	4,039
Upstream leased assets	277	0.5%	186
Total Scope 3	**55,924**	**96.3%**	**59,663**
Gross total	**58,097**	**100%**	**61,365**





LRQA manages climate-related impacts through an annual GHG inventory that follows the GHG Protocol. Calculations are derived from primary activity data and spend data and is overseen by a cross-functional GHG Inventory Team spanning Sustainability, Finance, Property, Procurement, People teams and climate specialists.

In 2025, our total emissions decreased by 5.3%, falling from 61,365 tCO_2e in 2024 to 58,097 tCO_2e in 2025.

This change is attributed towards several factors including strengthened Scope 3 data quality, refined data collection processes, and the integration of newly acquired organisations into our reporting boundary.

Scope 1 and Scope 2 emissions increased in 2025 as we improved data completeness and operational coverage. Scope 1 emissions rose by 21%, from 1,214 tCO_2e to 1,473 tCO_2e, driven by 2025 acquisitions and ground transportation. Similarly, market-based Scope 2 emissions increased by 43% from 488 tCO_2e in 2024 to 700 tCO_2e in 2025, driven largely by our growing property portfolio from acquired companies. Scope 2 market-based emissions are slightly higher than the location-based figure because they use residual mix factors, which can be more carbon-intensive than average grid emissions where renewable energy contracts do not fully cover consumption, while maintaining methodological compliance with the GHG Protocol.

While 24.4% of the electricity used across our offices now comes from renewable sources, reflecting an increase of 4.4% from the previous year, we remain conscious that overall, Scope 2 emissions will require continued focus as our business grows.

These changes give us a more accurate picture of our operational footprint, including improved understanding of our fleet emissions – particularly fuel consumption from higher-emitting diesel vehicles – more consistent monthly rather than quarterly utility data from landlords, and the collection of primary activity data from acquisitions rather than relying on spend-based estimates to help enable full and accurate scoping into our inventory.

Scope 3 emissions, which represent over 96% of LRQA's footprint, decreased by 6.3% from 59,663 tCO_2e in 2024 to 55,924 tCO_2e in 2025. This reduction is due to lower supply chain spend especially across professional services procurement as well as improvements in the accuracy of our Scope 3 data. A key driver was our transition to new business travel partners with enhanced GHG reporting capabilities that enabled distance-based calculations rather than cost-based estimates.

We also improved our understanding of which portions of travel spend related specifically to ground transportation, correcting previous conservative assumptions that overstated emissions for this highly emissive category. Strengthened data collection processes provided more accurate insight into employee commuting behaviours, reducing reliance on generic estimates and ensuring this category more closely reflects actual travel patterns.

REDUCTION INITIATIVES

In 2025, the business approved a net zero strategic framework to lay the groundwork for a carbon reduction plan which we aim to put in place in 2026.

Operationally, we implemented a series of energy efficiency improvements at our Birmingham headquarters that reduced Scope 2 emissions from electricity consumption. We installed LED lighting and consolidated our office footprint by approximately 50% to deliver an estimated 166 MWh of energy reduction from space consolidation and an additional 30 MWh from lighting upgrades. Combined, these initiatives are expected to reduce energy consumption at the site by approximately 37% over the year.

In 2025, we rolled out a scheduling optimisation tool across the UK and Ireland, Asia-Pacific and Europe, the Middle East and Africa (excluding India, Pakistan, Indonesia and Australia). The scheduling optimisation supports more efficient planning and matching local auditors to local jobs wherever possible, and it has the added benefit of minimising our travel footprint.

ROLES AND RESPONSIBILITIES

Oversight of LRQA's climate-related impacts is provided by the Board, with accountability held by the ELT. The Sustainability Team is responsible for facilitating the development, maintenance and delivery of LRQA's net zero roadmap, working in collaboration with business functions to support implementation across operations. Decarbonisation actions are enabled through engagement across the organisation and are underpinned by group-wide policies that set out LRQA's commitments, objectives and approach to climate action.

OUTLOOK

In the year ahead, LRQA will focus on advancing the delivery of its net zero ambition by finalising and implementing a carbon reduction plan that sets reduction targets and provides the tools needed to track and manage our key emissions pathways. We will continue to improve how we manage our annual GHG inventory through improved data processes and greater sourcing of primary data related to business travel.

Expansion of the scheduling optimisation tool to cover more countries and regions such as the Americas, Greater China, India, Pakistan, Indonesia and Australia will also help us to manage emissions from business travel through more efficient travel planning.

ENVIRONMENTAL STEWARDSHIP

Relevance and impacts

Environmental stewardship is a material focus area for LRQA due to the influence our services have on our clients' environmental performance through the use-phase and end-of-life of our value chain. While LRQA's own operational footprint is limited, the services we deliver significantly shape how clients manage climate change, pollution, biodiversity and resource use.

Climate change

LRQA supports clients in reducing GHG emissions and building resilience to climate risks through environmental management audits, life cycle assessment, GHG accounting verification and assurance, decarbonisation advisory and energy management certification (including ISO 14001, ISO 14040, ISO 14064, ISO 14067 and ISO 50001). These services strengthen the quality of environmental data, improve governance and drive implementation of mitigation and adaptation measures. We also assess climate-related physical and transition risks such as water scarcity, flooding, supply chain disruption and regulatory shifts.

LRQA's work in renewable energy and energy infrastructure – covering inspections, quality assurance and verification across solar, wind, hydrogen, biofuels and nuclear projects – supports safe and effective delivery of clean energy. This contributes directly to our clients' energy transition goals and the global shift toward net zero systems.

CASE STUDY

Building climate resilience across operations of a global beverage company

A global beverage company sought to understand climate impacts across its operations and value chain while preparing for evolving reporting requirements, including TCFD, ISSB, ESRS E1 and California SB 261. The challenge was translating complex climate data into decision-useful insights for strategy, risk management and disclosures.

LRQA delivered a climate risk and scenario analysis covering physical and transition risks across operations and the value chain. This strengthened regulatory readiness, provided a quantified view of financial risks and improved supply chain resilience, enabling a more robust, evidence-based climate strategy.

Thomas Zumbühl
Associate Director, Advisory Consulting
EMEA-UKI, Environment and Climate

IN 2025, LRQA ACQUIRED ECOENGINEERS AND RESET CARBON

WHOSE SERVICES ARE FULLY ALIGNED TO OUR CLIMATE ACTION PRIORITY

Pollution

LRQA helps clients prevent, control and reduce pollution affecting air, water, soil and living organisms. This includes inspections of water distribution and infrastructure, assessments of agri-food, aquaculture and manufacturing systems and audits of environmental controls in power generation. These activities support clients in managing wastewater, reducing toxic discharges, improving chemical handling and ensuring environmental compliance. Our renewable energy assurance work also contributes to long-term reductions in air pollution by reducing dependency on emissions from fossil fuels that enter the atmosphere.

CASE STUDY

Enabling renewable energy sourcing through strategic procurement

Organisations face increasing pressure to reduce emissions from electricity consumption while navigating complex renewable energy markets and ensuring credible procurement aligned with global standards. In Hong Kong, this challenge is particularly acute, with constraints on available land and limited local renewable energy supply driving companies to source electricity from mainland China, where evolving trading and certification systems add complexity to procurement and verification.

RESET Carbon, part of LRQA, supported CTFS in developing a renewable electricity sourcing strategy, including the procurement of Green Energy Certificates from Mainland China. The approach enabled sourcing aligned with RE100 requirements and supported sustainability linked financing objectives.

Through this engagement, CTFS sourced over 14 GWh of renewable energy, achieving approximately 8,000 tCO_2e of emissions reductions and progressing toward a 50% Scope 2 reduction by 2035. The work delivered a cost effective, credible solution, strengthening decarbonisation outcomes and stakeholder confidence.

Nelson Tsui
Senior Consultant, RESET Carbon

Biodiversity

Through our sustainability advisory and supply chain intelligence services, LRQA helps clients understand how their sourcing decisions and operations affect ecosystems and biodiversity. Our assessments identify activities that contribute to ecosystem degradation, land use change and biodiversity loss.

Circular economy

LRQA advances circularity through capacity building, advisory and certification to standards such as ISO 59010 and ISO 59020. Our work helps clients reduce waste, optimise resource use and improve materials management across manufacturing sectors such as apparel, footwear and steel. We also support zero-waste programmes and waste-reduction initiatives that reduce landfill disposal, promote reuse and recycling and strengthen resource stewardship.

Our ambition

Our ambition is to achieve a year-on-year increase in the number of our projects that focus on green energy, low-carbon fuels and climate advisory services as part of our commitment to accelerate the global energy transition. Between 2024 and 2025, we saw growth from 220 projects delivered across 25 countries to 3,710 projects delivered across more than 30 countries. We achieved this uplift through improved understanding of projects contributing to the energy transition and through acquisitions that broadened our capabilities and geographic reach.

Our broader ambition is to continue expanding our service portfolio to meet rising regulatory demands and stakeholder expectations.

Management approach

LRQA's approach to managing environmental topics is grounded in technical excellence, strong governance and continuous insight into global market trends. Key elements of our management approach include:

ALIGNMENT WITH STANDARDS AND REGULATION

LRQA continuously monitors changes in global environmental standards, sector-specific regulations and sustainability reporting frameworks. Technical committees reinforce that methodologies, training and service delivery remain current and robust.

MARKET INSIGHT AND RESEARCH

Through supply chain intelligence, client engagements and sector insights, LRQA monitors emerging risks and regulatory developments. These insights inform service innovation and contribute to LRQA's offerings remaining relevant in areas such as climate reporting, biodiversity impacts, pollution control, due diligence and circularity.

PEOPLE AND CAPABILITY DEVELOPMENT

LRQA invests in attracting, developing and retaining technical experts across environmental disciplines. This includes ongoing training, capability building, global knowledge sharing and coordinated governance across Advisory, Assessment and Inspection teams. Our global workforce enables consistent, high-quality service delivery across geographies and sectors.

STRATEGIC GROWTH

Strategic acquisitions play an important role in strengthening LRQA's environmental capabilities. Recent acquisitions – such as EcoEngineers, RESET Carbon and Core Business Solutions – strengthen LRQA's technical capacity in decarbonisation, carbon markets, lifecycle analysis, low-carbon fuel systems, supply chain decarbonisation and digital audit management.

ROLES AND RESPONSIBILITIES

Oversight of environmental stewardship sits with the ELT, with accountability to the Board. Executive responsibility is assigned to leaders within Advisory, Assessment and Inspection services, who are responsible for delivering environmental services aligned with client needs, regulatory requirements and international standards. These activities are supported by technical teams. Central support functions provide governance, quality assurance and operational delivery to ensure consistent methodologies and regulatory alignment across environmental services.

Global regulatory readiness in the hydrogen sector

As it expanded globally, Plug Power faced complex, fragmented regulatory requirements across markets.

LRQA developed a scalable regulatory readiness framework mapping local laws, codes and standards across priority markets and aligning them with Plug Power's products. The framework classified requirements by geography and product type and integrated into existing compliance workflows.

This improved compliance verification, design efficiency and visibility of permitting timelines, reducing risk, accelerating market entry and strengthening regulatory confidence.

Leanne Halliday
Head of Sector, Energy & Renewables

CASE STUDY

Standardising carbon accounting for biogas projects

The biogas sector has struggled to consistently quantify and communicate emissions benefits, particularly in voluntary carbon markets.

EcoEngineers, an LRQA company, partnered with the American Biogas Council to develop the Biogas Carbon Accounting Tool (Biogas CAT), a science-based framework using life cycle analysis to assess carbon intensity across pathways.

The tool enables like-for-like project comparison, improves confidence in emissions reporting and supports fair participation in carbon markets, helping accelerate adoption of biogas as a credible climate solution.

Zhichao Wang
Life-cycle Analysis Director,
EcoEngineers

OUTLOOK

In the year ahead, LRQA plans to advance environmental stewardship through:

- Expanding climate performance services, including GHG assurance, decarbonisation advisory and renewable energy inspection and certification.
- Growing our environmental services and client base through deeper client engagement and aligned acquisitions that strengthen our capabilities across areas such as biodiversity, pollution management, circularity and resource efficiency.
- Growing global expertise in environmental engineering and carbon markets.
- Supporting clients with emerging environmental regulation, including EUDR, strengthening capabilities to help organisations manage environmental impacts and support ESG due diligence needs ahead of regulatory implementation.

Through these actions, LRQA will continue supporting clients in achieving stronger environmental performance while progressing its own commitments to responsible and transparent environmental stewardship.

DMA METHODOLOGY

The DMA was undertaken in alignment with the requirements of the CSRD and the ESRS.

More than 60 internal and external stakeholders provided input into the process, including clients, suppliers, NGOs and industry representatives. The DMA identified 10 material topics and 25 sub-topics across. We categorised these material topics into four sustainability priorities, with actionable goals.

The DMA followed a four step process:

Step 1: Mapping stakeholders, the value chain and potentially relevant ESG topics, drawing on ESRS, SASB and other relevant standards.

Step 2: Assessing impact materiality by analysing how LRQA's activities and value chain affect the environment, the economy and people, informed by expert input and stakeholder perspectives.

Step 3: Assessing financial materiality by evaluating how external factors—such as regulatory developments, market trends and technological change—create risks and opportunities for LRQA.

Step 4: Consolidating and prioritising material topics through a materiality matrix. The Executive Leadership Team and Board reviewed and approved the final material topics.

LRQA VALUE CHAIN AND STAKEHOLDERS

UPSTREAM
Processes
Procurement
Professional services
IT hardware
IT software
Others
Certification and training
Industry accreditation
Industry membership
Infrastructure

STAKEHOLDERS
Suppliers and their workers
Industry bodies
Industry networks
Landlords

OWN OPERATIONS
Processes
People
Employees
Non-employees
Logistics
Business travel
Technology use
Service delivery
Assessment
Inspection
Advisory
Supporting activities
Marketing
Sales
Customer service

STAKEHOLDERS
Employees
Non-employees
Investors

USE-PHASE AND END-OF-LIFE
Processes
Client journey
Assurance outcomes

STAKEHOLDERS
Clients and their workers
Consumers
Communities

GHG INVENTORY REPORTING METHODOLOGY

REPORT STATEMENT

The purpose of this section is to outline the methodology that we use to prepare indicators associated with our GHG inventory.

Report scope

Data within this report relates to activities carried out by LRQA Group Limited (LRQA) for the reporting period of 1 January to 31 December 2025.

Report history

We continuously seek to improve the breadth and methodology of our inventory. The 2023 reporting period is the first year we began reporting our carbon footprint. We carry out GHG measurements annually.

Reporting partner and frameworks

We use partner Watershed Technology, Inc. (Watershed) to collect and calculate our GHG emissions. Watershed prepares comprehensive GHG measurements for companies and financial institutions. Their methodology aligns to the GHG Protocol Corporate Accounting and Reporting Standard and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard. For financed emissions, Watershed follows the Partnership for Carbon Accounting Financials.

Watershed's methodologies and emission factors are updated and third-party reviewed at least annually. These updates include incorporating newer data, improving the granularity of measurement approaches, and creating new methodologies to assist customers with needs outside the standard sector guidance.

Inventory overview

Our inventory reports GHG emissions data for the following Scopes, categories and indicators:

- Scope 1 GHG emissions (in metric tons of carbon dioxide equivalent (tCO_2e)).
- Scope 2 GHG emissions (tCO_2e) using both the location and market-based methods of calculation.
- Total Scope 1 and 2 emissions (tCO_2e) using the market-based method.
- Scope 3 GHG emissions (tCO_2e) for the individual categories of 3.1 purchased goods and services; 3.2 capital goods; 3.3 fuel and energy related activities; 3.4 upstream transportation and distribution; 3.5 waste generated in operations; 3.6 business travel; 3.7 employee commuting and 3.8 upstream leased assets.
- Total Scope 3 emissions for the above categories.

OPERATIONAL BOUNDARIES

LRQA has established and documented its operational boundaries. This included identifying GHG emissions associated with LRQA's operations and categorising them as direct emissions (Scope 1) and indirect emissions (Scope 2 and Scope 3). This includes consideration for companies acquired during the calendar year which are included in LRQA's operational boundaries. Consideration is also given to leased and shared office spaces as per Appendix F of the GHG Protocol.

Scope 1

LRQA has quantified direct GHG emissions from facilities within our direct control. LRQA's direct GHG emissions result from combustion of fuel in its office facilities, from diesel and other fuels used in vehicles that LRQA leases. Offices where LRQA is the lease holder are referred to as "offices". Offices whereby LRQA is not the lease holder are referred to as shared offices and are categorised under Scope 3.

Scope 2

Scope 2 emissions are considered within the operational boundary of the company but are categorised separately from Scope 1 because they occur from sources not owned or controlled by the company. LRQA's indirect energy GHG emissions come from the consumption of imported electricity, heat, steam or cooling by its office facilities and electricity used in leased vehicles. The term "imported" refers to the electricity, heat or steam being supplied from outside the organisational boundaries.

Scope 3

Other indirect GHG emissions are those that are released due to our company activities; however, the emissions occur at sources owned or controlled by other company(s). Scope 3 emissions that are material to LRQA are listed in the preceding Inventory overview section.

Following a 2023 inventory analysis, we determined the following Scope 3 categories are immaterial to our operations and value chain. They are therefore not reported in our inventory as no business activity in these areas exist: downstream transportation and distribution of products (3.9); processing of sold products (3.10); use of sold products (3.11); end-of-life treatment of sold products (3.12); downstream leased assets (3.13); franchises (3.14) and investments (3.15). These findings were again supported by the 2024 DMA which required LRQA to map its value chain to assess where we had impacts through our business operations.

Business travel (3.6) includes all billable and non-billable travel carried out by the business including plane, ground vehicle transportation (e.g. car hire and taxis), rail, accommodation and meals. Employee commute (3.7) includes employee commute to offices and employee home energy use.

GHG EMISSIONS QUANTIFICATION

Ideally, the calculations used to derive the tCO_2e are based on business activity data multiplied by GHG Emissions Factors (EFs) from verified sources such as DEFRA. If we are unable to acquire enough primary data to carry out a calculation, we will defer to using a hybrid or spend-based method from verified sources such as CEDA or USEEIO.

Scope 1 and Scope 2

Scope 1 and Scope 2 emissions of our leased offices are calculated by collecting 12 months of utility bills for the entirety of the reporting period, making an estimate based on a sample of utility bills for each office location or based on the area of the office space. During the reporting period, four of 27 used primary data from utility bills or estimates based on a sample of utility bills to estimate Scope 1 emissions, while 26 of 27 offices used data collected directly from utility bills or estimates based on a sample of utility bills.

Emissions for our leased vehicle fleet are calculated by using primary data of either distance travelled or volume of fuel purchased. Data is provided by our fleet management company or downloaded from our business travel platform and the relevant EFs are applied to this data set to obtain the tCO_2e.

We use two different methodologies to report our Scope 2 emissions: the ‘location-based’ method and the ‘market-based’ method, which show how our purchasing choices impact our total GHG emissions.

Scope 3

Purchased goods and services (3.1), capital goods (3.2) and upstream transportation and distribution (3.4) are calculated using the spend-based approach.

Where possible, fuel and energy related activities for business travel are calculated with activity data from our business travel providers or internal travel management platform. In areas where activity data is missing, the spend-based method is used instead.

Emissions from waste generated in operations (3.5) are estimated using anonymised workforce data and recognised waste generation benchmarks. Anonymised location, employment dates and remote-working status are used to estimate the number of colleagues working onsite at each location per month. Waste quantities are calculated using CalRecycle benchmark data, assuming a public administration building type and landfill and recycling as the applicable waste streams. Estimated waste volumes are multiplied by location-specific emission factors for landfill and recycling to calculate emissions. Waste emissions associated with remote work are excluded from the inventory.

Business travel (3.6) is calculated using several approaches. Activity data for flights, rail travel, vehicle hire and accommodations is provided by our business travel providers. Mileage data for employee vehicle travel is obtained through our travel management platform. Where business travel activity data is incomplete, the spend-based method is used instead. Meals purchased during business travel is calculated using the spend-based method.

Employee commuting (3.7) and home-working emissions are estimated using anonymised workforce data and a modelled commuting-days approach. Commuting emissions are calculated based on the number of employees, months worked, average working days per month and the percentage of time employees work remotely. Anonymised employee location data are used to estimate total commuting distances by applying location-specific average commute distances and transport mode distributions. Emissions are then calculated using appropriate emission factors by transport mode. Emissions associated with home working are estimated using anonymised data on months worked and remote-working percentages, combined with country-level assumptions on home office size, estimated electricity consumption and location-specific electricity grid emission factors.

Shared workspaces where LRQA does not have operational control are categorised as upstream leased assets (3.8) and include emissions from heating fuels, refrigerants and electricity usage. Heating fuels are estimated using benchmark values for fuel consumption per unit of floor area based on building type and location. Refrigerant emissions, including hydrofluorocarbons (HFCs), from air conditioning and refrigeration systems are estimated based on office addresses, floor areas, building types, lease periods and whether refrigerants are known to not be used. Electricity consumption is estimated using floor area and building type.

METRICS TABLE

Data scope and reporting notes

The following definitions apply throughout the report:

Scope of data - Unless otherwise stated, data excludes Ergon and entities acquired during 2025.
Not reported - Indicates that data was not collected or not available for the relevant reporting period.
Diversity metrics - Diversity metrics currently reflect gender representation only (male/female), based on available workforce data.

CORPORATE INTEGRITY

Metric	2025	2024	2023	Notes
Cybersecurity incidents	0	0	0	
Cybersecurity assessments conducted for clients	1,356	Not reported		
Cybersecurity vulnerabilities identified for clients	9,538	Not reported		
Percentage of targeted employees successfully reached during the internally conducted phishing simulation	100%	Not reported		2025: Programme launched
Percentage of teams that completed a Business Impact Analysis and a Business Continuity Plan	100%	Not reported		2025: Programme launched

PEOPLE EXPERIENCE

Metric	2025	2024	2023	Notes
Permanent office sites for which a health and safety risk assessment has been conducted	n/a	100%	100%	Data is not available for 2025 due to a transition from the HSES function to the HSW team and associated changes in data collection processes. During this transition, a standardised risk assessment applicable to all LRQA office activities was introduced.
Cases of recordable work-related injury (WRI)	24	7	6	2025: Ergon included
Total recordable incidence rate (TRIR)	0.18	0.23	0.26	Calculated as the sum of recordable work related incidents per 100 employees working 40 hours per week for one year. Recordable incidents include fatalities, lost time injuries, restricted work cases, substitute work cases, and medical treatment cases provided by a medical professional. 2025: Ergon included
Days lost due to injuries	0	27	63	2025: Ergon included
Lost time injury frequency rate (LTIFR)	0	0.32	1.06	Calculated as the sum of work-related injuries that result in lost working time, relative to the total number of hours worked, and is expressed per 1,000,000 hours worked. 2025: Ergon included.

PEOPLE EXPERIENCE CONTINUED

Metric	2025	2024	2023	Notes
Fatalities from WRI or illness	0	0	0	2025: Ergon included
Number of Wellbeing Ambassadors	62	Not reported		Includes employees trained as Mental Health First Aiders
Percentage of employees using Wellbeing Day	56%	50%	46%	2025: Ergon included
Employee satisfaction (InTouch) survey participation rate	78%	75%	74%	
Number of Future Lead Auditors	33	Not reported		2025: Programme launched
Number of Hardship Fund grants awarded	1	2	7	
Percentage of FTE employees covered by a collective agreement	28%	26%	27%	
Mean GPG (UK)	18%	21%	15%	
Median GPG (UK)	20%	27%	27%	
Percentage of female FTE employees on Board of Directors	14%	14%	17%	
Percentage of female FTE employees	40%	39%	40%	
Percentage of female FTE employees in management positions	40%	32%	32%	
Percentage of female FTE employees in executive management positions	23%	27%	30%	

ENHANCED LIVELIHOODS

Metric	2025	2024	2023	Notes
Grievance mechanisms: Workers covered by	2,025,209	2,000,000+	2,000,000+	2025: Data reflects a point-in-time snapshot (25/03/2026); historical values are not retained. Improved reporting systems enabled precise figures; prior years were rounded to the nearest million.
Grievance mechanisms: Worksites covered by	1,763	1,605	Not reported	
Grievance mechanisms: Number of countries covered by	9	9	7	2025, 2024: Bangladesh, Brazil, China, Dominican Republic, India, Indonesia, Malaysia, Pakistan, Thailand
Worker surveys: Number carried out across the supply chain	3,270	3,392	Not reported	
Worker surveys: Number of countries covered by surveys	83	98	63	
Worker surveys: Top 3 industries surveyed	Apparel, footwear and textile; Electronics; Hard goods	Electronics; Apparel, footwear and textile; Farming, agriculture and aquaculture	Not reported	
Worker surveys: Languages surveys are conducted in	50+	50+	Not reported	
Worker surveys: Number workers surveyed	746,549	517,000+	712,000+	2025: Improved reporting systems enabled precise figures; prior years were rounded to the nearest thousand.
Worker surveys: In-scope workforce covered by surveys	3,118,654	2,100,000+	Not reported	2025: Improved reporting systems enabled precise figures; prior years were rounded to the nearest million.
Worker surveys: Worker survey site ranges	9 - 113,000+	10-78,000+	Not reported	
Worker surveys: Number of improvement action plans (IAPs) initiatives	323	240+	Not reported	
Worker surveys: Percentage of completed IAPs	100%	95%	Not reported	
Number of suppliers screened in EiQ	580,000+	Not reported		
Audit data points included in EiQ	100,000,000+	85,000,000+	Not reported	

CLIMATE ACTION

Metric	2025	2024	2023	Notes
Percentage of renewable electricity consumed in leased offices globally	24.4%	20%	Not reported	
Percentage of renewable electricity consumed in leased offices in UK	100%	100%	Not reported	
Projects that help clients navigate the renewable energy transition	3,710	220	200+	2025: Scope expanded to include 2025 acquisitions, and additional energy transition projects across Advisory, Assessment and Inspection services. 2024: Includes Advisory, Inspection and Assessment energy transition projects.
Number of countries where energy transition projects were delivered	30+	25	Not reported	

GHG INVENTORY

In metric tons of carbon dioxide equivalent (tCO_2e)	2025	2024	2023
Scope 1	1,473	1,214	931
Scope 2 (market-based)	700	488	903
Scope 2 (location-based)	661	429	730
Total Scope 1 and Scope 2 (market-based)	**2,173**	**1,702**	**1,834**
Category 1: Purchased goods and services	8,878	11,112	11,374
Category 2: Capital goods	1,037	1,211	1,081
Category 3: Fuel and energy related activities	599	494	506
Category 4: Upstream transportation and distribution	108	52	155
Category 5: Waste generated in operations	294	354	283
Category 6: Business travel	40,986	42,215	29,309
Category 7: Employee commuting	3,745	4,039	3,477
Category 8: Upstream leased assets	277	186	140
Total Scope 3	55,924	59,663	46,325
Gross total	**58,097**	**61,365**	**48,159**

GRI CONTENT INDEX

Statement of use	LRQA has reported with reference to the GRI Standards for the period January 1 – December 31, 2025.	
GRI 1 used	GRI 1: Foundation 2021	
Applicable GRI Sector Standard	No sector standard applicable	
GRI Standard/Other source	Disclosure	Location and additional information
GENERAL DISCLOSURES		
The organization and its reporting practices		
2-1	Organizational details	Page 6
2-2	Entities included in the organization's sustainability reporting	Page 3 Acquisitions in 2025 include RESET Carbon, Core Business Solutions (CBS), EcoEngineers, the American Center for Sustainable Certifications (ACSC), Internal Compliance Group (ICG) and Salus Cyber.
2-3	Reporting period, frequency and contact point	Page 3
2-4	Restatement of information	Not applicable
Activities and workers		
2-6	Activities, value chain and other business relationships	Pages 6, 7, 38
Governance		
2-12	Role of the highest governance body in overseeing the management of impacts	Page 8
2-13	Delegation of responsibility for managing impacts	Page 8
Strategy, policies and practices		
2-22	Statement on sustainable development strategy	Page 4
2-23	Policy commitments	Page 12
2-24	Embedding policy commitments	Page 12
2-25	Process to remediate negative impacts	Pages 12, 13
2-26	Mechanisms for seeking advice and raising concerns	Page 13
2-27	Compliance with laws and regulations	Pages 14, 15, 41
2-28	Membership associations	Page 7
2-29	Approach to stakeholder engagement	Page 38
2-30	Collective bargaining agreements	Page 42

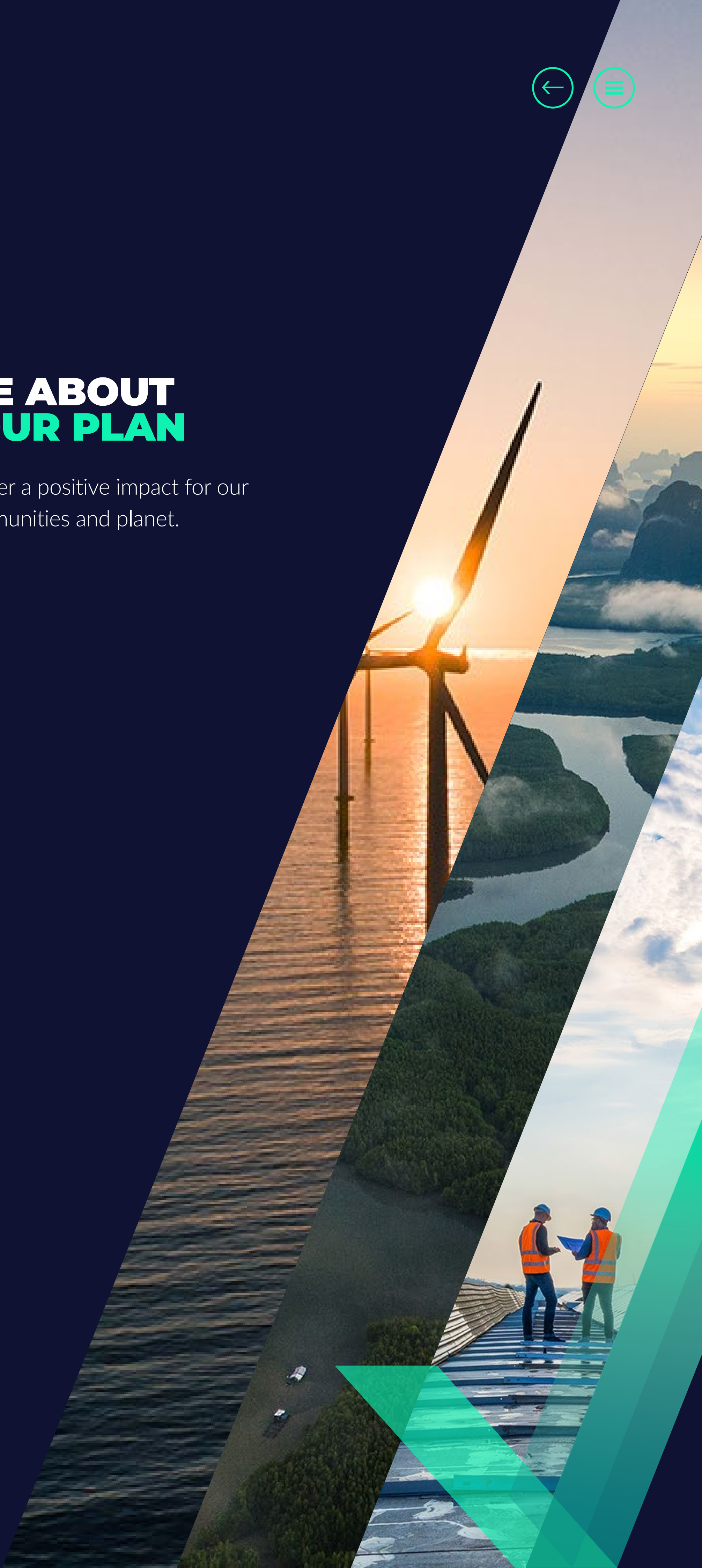
GRI 3: MATERIAL TOPICS 2021		
3-1	Process to determine material topics	Page 9, 38
3-2	List of material topics	Page 9
Business conduct		
3-3	Management of material topics	Pages 12, 13
Privacy and cybersecurity		
3-3	Management of material topics	Pages 14 - 16
Own disclosure	Cybersecurity incidents	Pages 14, 15, 41
Own disclosure	Teams' completion of Business Impact Analysis and Business Continuity Plan	Pages 14, 41
Own disclosure	Cybersecurity assessments delivered to clients	Pages 15, 41
Own disclosure	Employees reached for phishing simulation	Pages 15, 41
Own workforce		
3-3	Management of material topics	Pages 18 - 20
403-9	Work-related injuries	Pages 19, 41, 42
403-10	Work-related ill health	Pages 19, 42
405-2	Ratio of basic salary and remuneration of women to men	Pages 20, 42
Own disclosure	Number of Future Lead Auditors	Pages 20, 42
Own disclosure	Number of trained Wellbeing Ambassadors	Page 42
Own disclosure	% of employees taking advantage of the Wellbeing Day	Pages 19, 42
Own disclosure	% of employees taking part in the bi-annual InTouch survey	Pages 20, 42

Workers in the value chain		
3-3	Management of material topics	Page 23 - 26
Own disclosure	Workers' coverage of LRQA grievance mechanism hotlines	Pages 22, 43
Own disclosure	Worksites coverage of LRQA grievance mechanism hotlines	Pages 22, 43
Own disclosure	Workers' surveys carried out across clients' supply chains	Pages 22, 24, 43
Own disclosure	Initiated action plans and its completion	Pages 22, 24, 43
Consumers and end-users		
3-3	Management of material topics	Pages 27 - 29
Affected communities		
3-3	Management of material topics	Pages 27 - 29
Climate change		
3-3	Management of material topics	Pages 31 - 37
305-1	Direct (Scope 1) GHG emissions	Pages 32, 33, 39, 40, 44
305-2	Energy indirect (Scope 2) GHG emissions	Pages 32, 33, 39, 40, 44
305-3	Other indirect (Scope 3) GHG emissions	Pages 32, 33, 39, 40, 44
Own disclosure	Renewable electricity consumption in global LRQA offices	Pages 31, 33, 44
Own disclosure	Renewable electricity consumption in UK LRQA offices	Pages 31, 44
Own disclosure	Number of delivered projects that helped clients navigate the renewable energy transition	Pages 35, 44
Pollution		
3-3	Management of material topics	Page 35
Biodiversity and ecosystems		
3-3	Management of material topics	Page 35
Circular economy		
3-3	Management of material topics	Page 35

FIND OUT MORE ABOUT OUR PLANET, OUR PLAN

Our sustainability strategy to deliver a positive impact for our colleagues, clients, suppliers, communities and planet.

Discover more →



Your Risk Management Advantage