

# Environmental, Social, and Governance

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Our commitment to conducting business responsibly, ethically, and sustainably.

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Report Date June 2026

**icon**  
solutions

Lead Payments  
Forward

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# Environmental, Social, and Governance (ESG) Policy

# Introduction

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At Icon Solutions (UK) Ltd, we are committed to conducting business responsibly, ethically, and sustainably. As a UK-based consultancy, we recognise our responsibility to manage our environmental footprint, promote social equity, and maintain high standards of corporate governance. This ESG Policy outlines our commitments and strategies in alignment with stakeholder expectations, legal obligations, and global best practices.

## Scope of this Policy

This policy applies to all employees, contractors, board members, and third-party stakeholders engaged in our operations, both in the UK and internationally.

It covers:

- Internal operations (offices)
- Travel and commuting
- Client engagements
- Supplier and partner relationships



# Environmental Responsibility

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We are committed to reducing our environmental impact in all operational aspects

## Carbon Emissions

### Travel Policy:

- We are committed to minimise business travel through the use of virtual meetings and collaboration tools.
- The travel policy prioritises rail over air travel where feasible, especially for domestic and short-haul trips. The travel tool measures and suggests the least impactful travel options available.
- Icon offsets all business travel carbon emissions through our certified scheme. Working with Climate Impact Partners. Icon offsets above and beyond our annual GHG emissions.

### Commuting:

- Icon actively encourages low-carbon commuting such as public transport, cycling, or walking.
- Icon offers a cycle-to-work scheme and promotes flexible and remote work to reduce travel.
- Icon offers an Electric Car scheme as an additional low carbon option.

### Carbon Accounting:

- Icon Annually measures and reports Scope 1, 2, and relevant Scope 3 emissions using industry standards (e.g., GHG Protocol).
- Icon has set reduction targets aligned with the UK government's net zero 2050 goal.

## Office & Digital Resource Management

Icon is committed to operating a paperless office where possible and actively encourages digital first options.

Icon strives to use energy-efficient office equipment and ensure energy is sourced from renewable providers where possible.

### Waste Reduction

Icon has recycling protocols for all in-office waste.

Icon actively discourages the consumption of single-use items, including plastics and packaging. Reusable bottles and cups are available to all staff.

# Social Responsibility

We aim to foster a diverse, equitable, and inclusive work environment and create positive impact in our communities



## Diversity, Equity & Inclusion (DEI)

- Icon is committed to inclusive recruitment practices and equal opportunity employment.
- Icon provides regular DEI training and maintains an environment free from discrimination and harassment.
- Icon has an active DEI working group as well as policies that are reviewed regularly and updated with all best practices.



## Employee Wellbeing

- Icon provides Mental Health support in form of an Employee Assistance Programme as well as internal trained mental health first aiders.
- Icon supports a work-life balance through flexible working policies.
- Icon conducts an annual employee survey. Findings are actioned.



## Community Engagement

- Icon supports local and community charities and initiatives.
- Icon support Staff nominated charities, community activity and initiatives.

# Governance

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We maintain the highest ethical and transparency standards in our decision-making and operations.

## Ethical Business Conduct

- Icon adheres to all applicable UK and international laws and regulations.
- Icon maintains zero tolerance for bribery, corruption, and conflicts of interest. Policies and training are provided to all staff and associates.
- We ensure client confidentiality and data protection in line with GDPR and ISO standards. Icon is ISO 27001 and ISO 22301 Certified.

## ESG Oversight

- The Operations and HR teams (including Senior leadership) will oversee implementation and progress.
- Annual ESG performance will be reported to stakeholders, including employees and clients.

## Supplier Standards

- Prioritise suppliers who align with our sustainability and ethical values.
- All Suppliers to adhere to the Icon code of conduct
- Request and track GHG reporting from all suppliers

## Implementation & Monitoring

- Training: All employees receive ESG awareness information on induction and annually thereafter.
- KPIs: ESG performance indicators will be tracked annually (e.g., GHG emissions, DEI ratios, ethical breaches).
- Audit: ESG audits will be conducted annually and findings will inform updates to this policy.

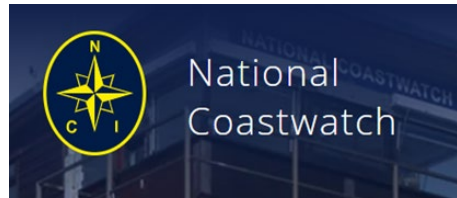
## Reporting & Transparency

Annual reporting and audit through Ecovadis and CDP is in place, results to be published internally to staff and made publicly available on the Icon website

## Review and Updates

This policy will be reviewed annually or in response to significant changes in operations, regulation, or stakeholder expectations.

# A Snapshot of Charities Supported



# Additional Commitments

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## 5 Year Reforestation Project

- In 2020 Icon engaged in a 5 year Carbon offsetting, reforestation and land rehabilitation project with Sylvair.
- Sylvair Have committed to rehabilitating 1.24 hectares of land in the Rhône region of France. This includes the introduction on 1350 Black Locust False Accacia Trees.
- 4 years after initial planting reports show the project to be a success. Trees are 2-3m high and healthy.
- Carbon Offset estimations are 400tCO<sub>2</sub>
- This rehabilitation has impact not only on carbon compensation, but also on the local ecosystem through local employment.

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# Carbon Reduction Planning

# Introduction

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This document outlines Icon Solutions' comprehensive plan to achieve net-zero greenhouse gas (GHG) emissions by 2050. The plan is based on the latest 2024 emissions. Key challenges such as the leased building renewable electricity tariff constraint are addressed with clear mitigation strategies.

## Company GHG Emissions Baseline: 2024

### Emissions Summary (2024)

Total GHG Emissions:

Market-based: 301 tCO<sub>2</sub>e

Location-based: 292 tCO<sub>2</sub>e

Scope 1: 0 tCO<sub>2</sub>e

Location-based Scope 2 + Scope 3

292.0 tCO<sub>2</sub>e

Market-based Scope 2 + Scope 3

300.9 tCO<sub>2</sub>e

Total for offset: 301 tCO<sub>2</sub>e



# Net-Zero Reduction Strategy (Category by Category)

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## Business Travel (3.6) - 179 tCO<sub>2</sub>e

Virtual-first policy (where customer requirements allow, cap emissions, green travel agencies. - Target: 50% reduction by 2030, 90% by 2040.

## Employee Commuting (3.7) - 36.5 tCO<sub>2</sub>e

Homeworking (3.7) - 27.1 tCO<sub>2</sub>e – Continue with hybrid working, improve home energy efficiency, green. - Target: Combined emissions ≤ 30 tCO<sub>2</sub>e by 2030, net-zero by 2045.

## Continuation of offsetting partnerships

Realistically offsetting some carbon footprint will remain as part of our planning

## Capital Goods (3.2) - 35.4 tCO<sub>2</sub>e

Extend lifespan, carbon-conscious vendors. - Target: 50% reduction by 2030, near-zero by 2045.

## Energy-Related Emissions (3.3 + T&D) - 3.4 tCO<sub>2</sub>e

Efficiency improvements, smart power use, engage landlord for renewables. - Revised target: 100% renewable by 2031

Purchased Goods, Courier Transport, Waste – <1 tCO<sub>2</sub>e total

Green suppliers, digital-first, low-impact logistics. - Target: Near-zero by 2026.

# Net Zero Timeline



## Immediate Actions 2025-2026

1. Adopt/Improve Green Travel Policy
2. Implement Office Energy Guide (for Staff)
3. Improve supplier information- Supplier surveys

# Exception Note

## Renewable Electricity Procurement and Travel Emissions Constraints

### Context:

Our company operates from leased office premises where we do not have direct control over the electricity supply contract or tariff selection. Consequently, we are currently unable to procure 100% renewable electricity under a market-based accounting approach. This constraint delays our market-based Scope 2 renewable procurement target to 2031, aligned with lease renewal and anticipated landlord cooperation.

### Additional Constraint – Client-Driven Travel and Commuting Emissions:

A significant portion of our Scope 3 emissions arises from business travel (170.6 tCO<sub>2</sub>e) and employee commuting (36.5 tCO<sub>2</sub>e), which are driven by client demands for in-person meetings and site visits. These client expectations limit our ability to immediately reduce travel-related emissions despite implementing virtual meeting technologies and sustainable commuting initiatives.

### Mitigation and Planned Actions:

- We are actively engaging with our landlord to transition to renewable electricity tariffs or green leasing arrangements.
- We have introduced policies to reduce travel emissions where possible, including increased use of virtual meetings, but recognize client requirements necessitate some ongoing travel.
- We encourage sustainable commuting to reduce employee commuting emissions.
- We plan to achieve 100% renewable electricity procurement by 2031 and set targets for progressive reduction of travel and commuting emissions in collaboration with clients.
- We remain committed to transparent reporting and updating our targets in line with evolving business and client dynamics.

### Conclusion:

This exception reflects operational challenges outside our immediate control, including leased premises electricity sourcing and client-driven travel needs. We continue to pursue all feasible emission reductions in line with our net-zero by 2050 commitment.

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# 2025 Greenhouse Gas Assessment

# 2025 Greenhouse Gas Emissions

Icon Solutions | January – December 2025

651

tCO<sub>2</sub>e

Total Emissions  
(market-based)

4.56

tCO<sub>2</sub>e / person

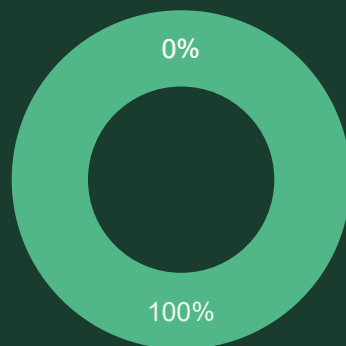
Emissions per FTE

1.44

tCO<sub>2</sub>e / m<sup>2</sup>

Emissions per m<sup>2</sup>

Emissions by Scope (market)



- Scope 3 – Indirect
- Scope 2 – Electricity
- Scope 1 – Direct

- ✓ Scope 1: No direct emissions – no owned vehicles or on-site fuel use
- ✓ Scope 2: Zero (market-based) – 100% renewable electricity via REGO-backed green tariff
- ✓ Scope 3: 651 tCO<sub>2</sub>e – accounts for ~99% of total footprint
- ✓ New in 2025: Supply chain (spend-based) emissions added for first time (+360 tCO<sub>2</sub>e)
- ✓ Primary data coverage: ~85% of total assessed emissions

# Scope 1, 2 & 3 Breakdown

Market-based | 2025 Reporting Period

### SCOPE 1

Direct Emissions

0

tCO<sub>2</sub>e

- No Scope 1 emissions apply.
- No owned vehicles.
- No on-site fossil fuel combustion.

### SCOPE 2

Purchased Electricity

0

market | 11 location

- 100% renewable electricity (REGO-backed green tariff, Evolve Energy).
- 52,832 kWh consumed.
- Location-based: 10.9 tCO<sub>2</sub>e (UK grid average).

### SCOPE 3

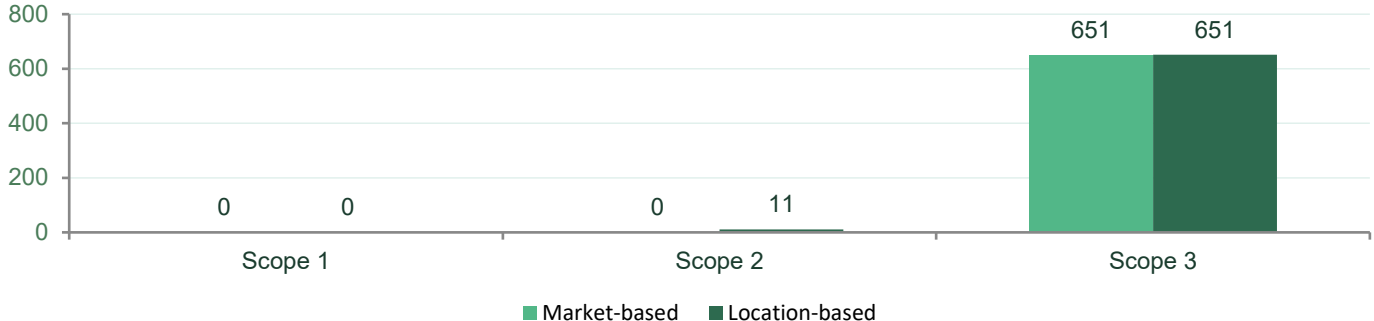
Other Indirect Emissions

651

tCO<sub>2</sub>e (~99% of total)

- Supply chain (spend-based): 360 tCO<sub>2</sub>e.
- Business travel (flights + hotels): 191 tCO<sub>2</sub>e.
- Commuting + homeworking: 66 tCO<sub>2</sub>e.

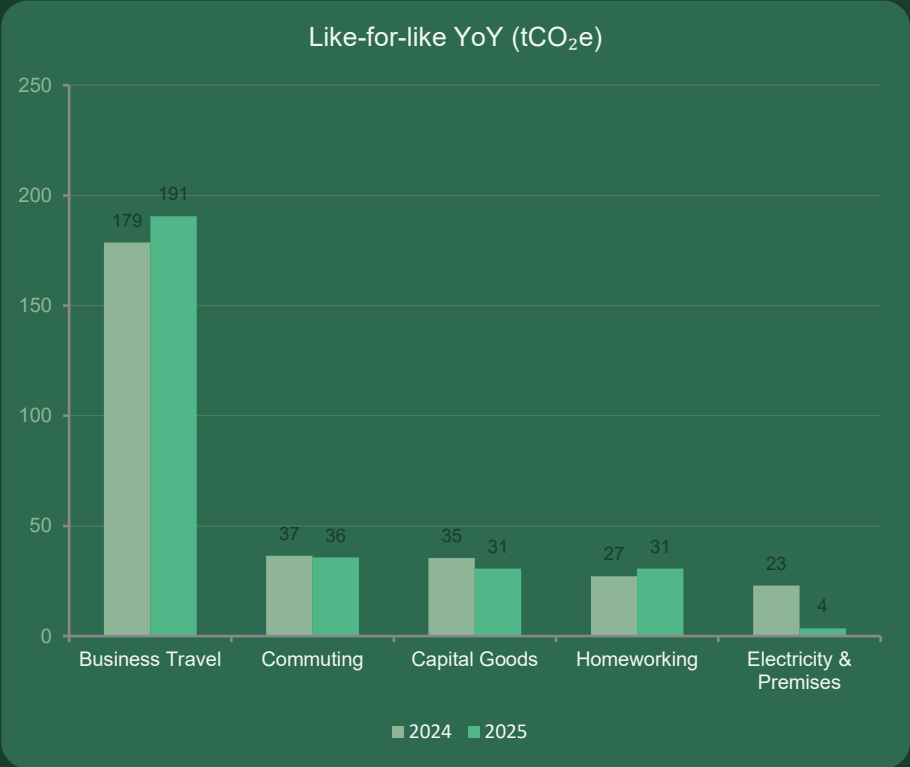
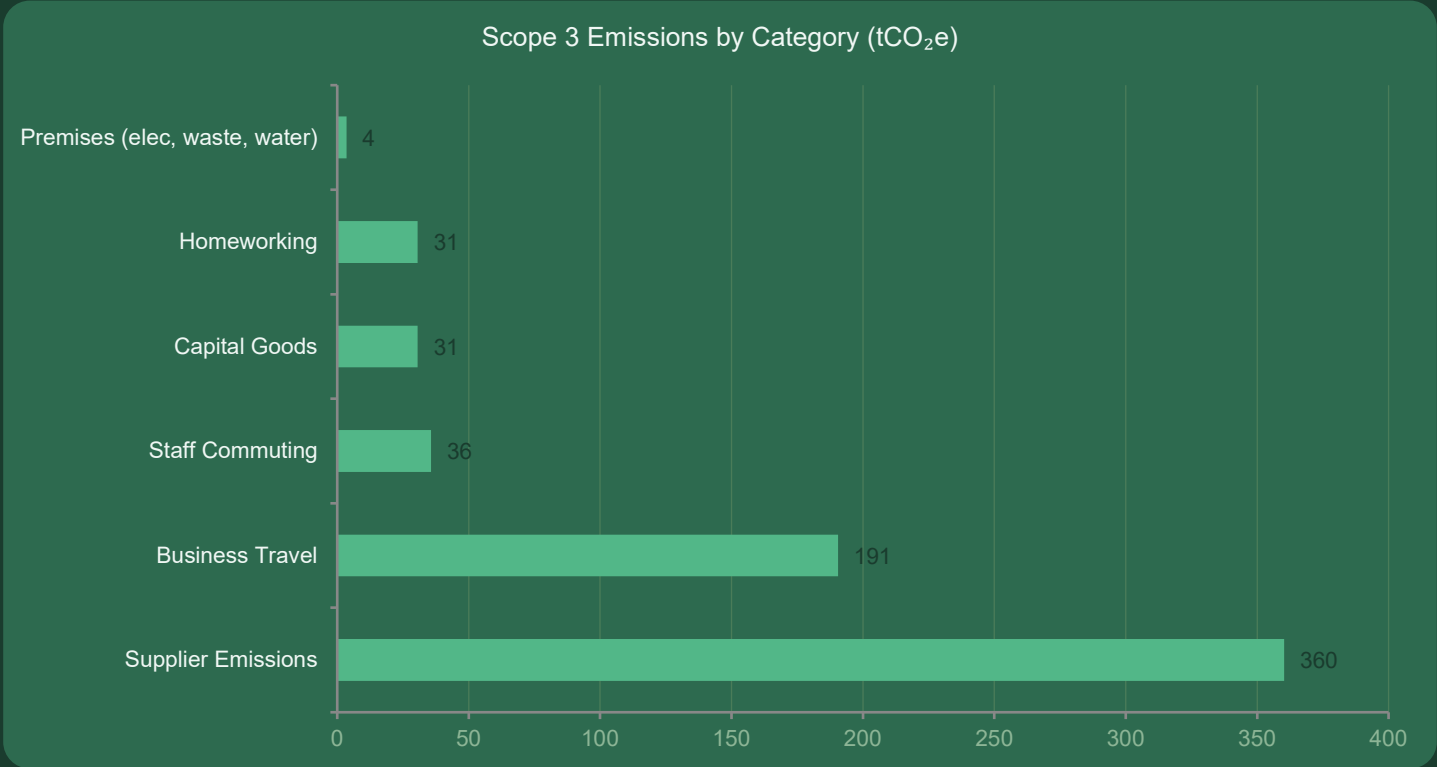
tCO<sub>2</sub>e by Scope: Market vs Location



Market-based Scope 2 = 0 because Icon Solutions uses 100% REGO-backed renewable electricity.  
Location-based Scope 2 = 11 tCO<sub>2</sub>e using the UK grid average emission factor.

# Scope 3 Detail & Year-on-Year Comparison

2024 vs 2025 | Market-based



**+116%**  
total increase  
(supplier data added)

**+7%**  
business travel  
(post-pandemic recovery)

**-85%**  
electricity emissions  
(green tariff)

\* Supplier emissions (360.3 tCO<sub>2</sub>e) are new for 2025 and reflect improved reporting completeness, not a genuine increase in supply chain activities.

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# Certifications

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## Ecovadis Reporter

Members can request our report and achievements

<https://support.ecovadis.com/hc/en-us/articles/14940904327186-Managing-My-Supplier-Network>



Certified as Carbon Neutral from 2018-2025

