



Annual ESG Report

Environmental, Social & Governance
Report 2025



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Chief Executive's statement

Clients and colleagues, I'm pleased to share Mail Metrics' ESG report for the 2025 calendar year, ending 31st December.

This year marks a step change in how we report and deliver ESG across the business. With integration now complete, we are operating as a fully aligned group, enabling more consistent, data-driven reporting and a clearer view of our overall impact. Our approach now reflects the full scale of our operations, and with that comes greater responsibility – and greater opportunity to drive meaningful change.

In 2025, we strengthened our environmental commitments with a refreshed roadmap, including a 60% carbon reduction target by 2030 and a net zero ambition by 2040. We also enhanced our Scope 3 reporting, giving us a more complete understanding of our footprint and the impact of our supply chain. Alongside this, the launch of our large-scale solar installation in Dublin represents a significant milestone in improving our energy resilience while reducing emissions and long-term costs.

We continue to embed sustainability into our operations through investment in efficient machinery, improved production processes and more responsible event delivery. These initiatives are helping us reduce waste, optimise resource use and transition toward lower-impact solutions.

Our social impact remains equally important. In 2025, colleagues contributed over 7,000 hours of training and development, reinforcing

our commitment to growth, skills and opportunity across the business. Through our 'Day to Make a Difference' initiative and wider fundraising efforts, we supported communities in meaningful ways, including raising over €17,000 for our charity partners, Alzheimer's Society and The Alzheimer Society of Ireland. From volunteering to the creation and management of large-scale initiatives like our GET smART! online auction, our people continue to make a tangible difference.

We are also proud to have retained our EcoVadis Gold rating* for the third consecutive year via our existing submission scope and look forward to submitting as a single entity later this year following our integration – marking an exciting and cohesive new chapter in our sustainability journey.

Being so highly recognised by EcoVadis reflects the strength of our governance, our transparency and our continued focus on aligning with global best practice.

This report captures the progress we have made and the foundations we are building for the future. While there is more to do, we are confident that our clear targets, strengthened data and engaged workforce position us well to deliver sustained, positive impact.

I hope you find this report insightful, and I look forward to sharing our continued progress.

Nick Keegan
Co-Founder & CEO

“In 2025, we strengthened our environmental commitments with a refreshed roadmap, including a 60% carbon reduction target by 2030 and a net zero ambition by 2040”.



*Adare SEC submission 2025

Highlights and Progress



New 2040
Net Zero target



Enhanced Scope 3
emissions reporting



Awarded
EcoVadis Gold*



Charities of the year

Alzheimer's Society & the Alzheimers
Society of Ireland



Solar panel
installation

New solar projects across the
business



Training –
7000+ hours

Across UK & Ireland

*Adare SEC submission 2025.

ESG Focus Group

The Mail Metrics ESG Focus Group is responsible for setting ESG targets, approving strategy initiatives and driving cross-functional alignment around ESG matters throughout the business. The group is comprised of experienced colleagues who have a wealth of understanding of our business processes and wider influencing landscapes, spearheaded by Shane Woods, Chief Strategy Officer, who drives strategic direction and reports on activities at Board level. Responsibility for Chairing the group and executing initiatives lies with Pat Kelly, Director of Marketing and Communications. The group also works alongside a number of third-party stakeholders who are key to the monitoring and forecasting of our statistics and reportable data.

“The ESG Focus Group plays a vital role in translating strategy into action – bringing together voices from across the business to embed sustainable practices where it matters most, at every level of the organisation.”

Shane Woods, Chief Strategy Officer



Our values



OUR FOOTPRINT
Environmental
sustainability

Continue to reduce our environmental impact and carbon footprint.



OUR SUPPLY
Sustainable procurement

Promote responsible supply chain sustainability.



OUR PEOPLE
Human resource and culture

Nurture a diverse, inclusive and safe environment for colleagues.



OUR PRACTICES
Governance and policy

Ensure values and ethics set at Board level are reflected in everything we do.



OUR COMMUNITY
Social value and initiatives

Seek to drive positive social change in the communities in which we work.

Our Footprint



Emissions

Our annual carbon accounting covers all material emissions and is independently reviewed by our external partner Carbon Quota. Through our team’s dedication we are constantly working to collect the most accurate and reliable data and minimise the environmental impact of our operation through a framework which is underpinned by our wider values. Our environmental strategy looks to monitor and reduce the impact our daily activities have on both our immediate and wider environments.

As a priority we aim to deliver products and solutions that are designed and supplied with environmental impact in mind, and our objective is for our business to function with a holistic view, making necessary and flexible changes that are fit for the future and ultimately reduce our emissions.

Last year, after the merging of our businesses, we made the decision to re-baseline our emission measures. Motivated by the significant reduction progress Adare SEC previously achieved and with a renewed focus on our

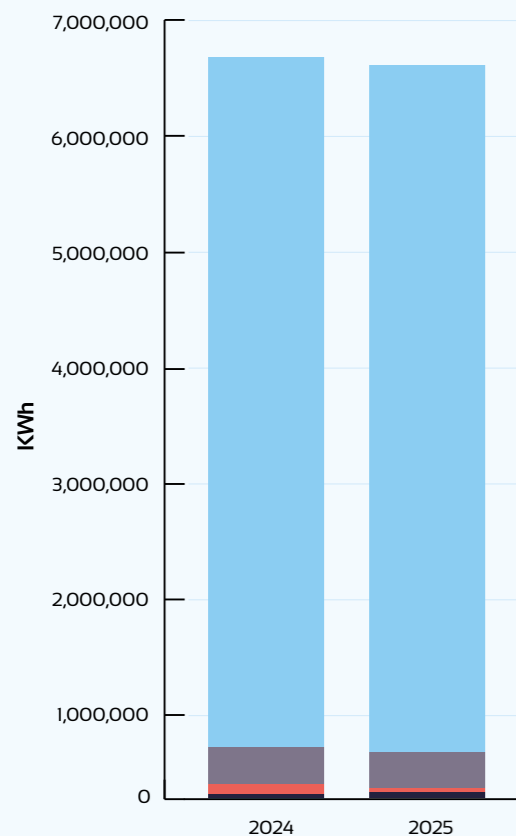
current carbon footprint journey, but now taking into account increased sites, colleagues and operations, we have taken the decision to use 2025 data as a benchmark for all future assessments. Re-baselining means we have more accurate and representative data and allows us to report as one entity moving forward. This approach also allows us to confidently put our reduction plan and subsequent reporting into effective practice through the confident use of holistic and operational data from across the business. We are pleased to report that we have now set a new objective and will work towards a 60%

overall carbon reduction by 2030 and a net zero target by 2040.

As part of our adjusted net zero plan, awareness of the environmental performance of both existing and new partners is a key pillar in our approach, and we recognise that sustainable asset management not only needs to be in line with our commitment to responsible procurement, but also looks to provide long-term efficiencies and a decreased expenditure that can improve our overall business performance. With this in mind, we are proud to actively gather and report on all of our Scope 3 emissions.

Energy Usage: Intensity Ratios***

Total energy usage

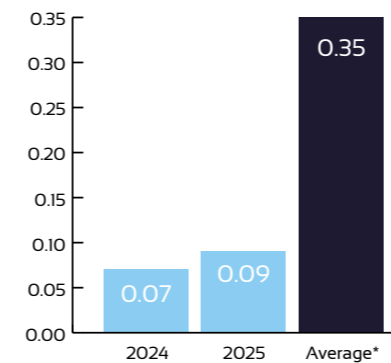


Electricity remains the dominant energy source across our operations, with natural gas and fuel oil making up a smaller share. When normalised, several of the intensity measures (particularly kWh per tonne of substrates purchased) remain relatively steady year-on-year. This indicates that energy consumption is closely aligned with production volumes and site capacity, providing a clear baseline for identifying our future efficiency opportunities.

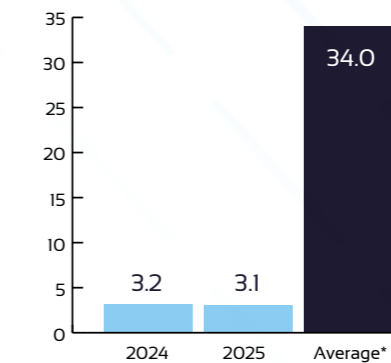
*** Energy intensity remains stable or improves across key metrics, indicating efficient energy use despite increased scope.

Market-Based Carbon Emission: Intensity Ratios**

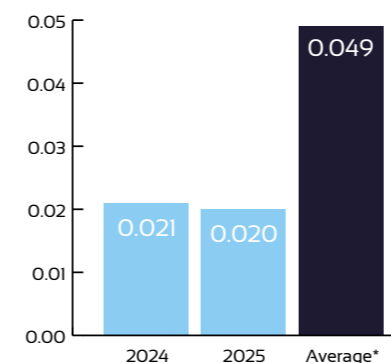
Tonnes CO2e per tonne of substrates purchased



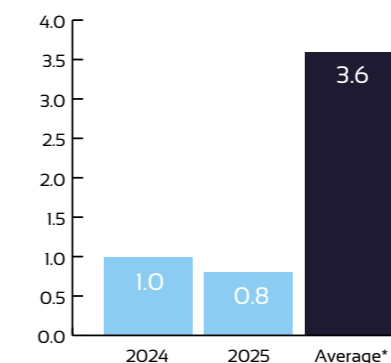
Tonnes CO2e per million sales revenue



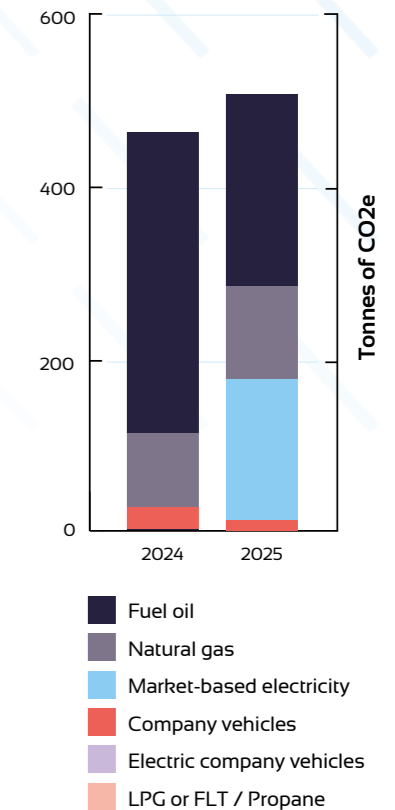
Tonnes CO2e per m2 footprint of buildings



Tonnes CO2e per full time employee



Total carbon emissions



* Industry averages are sourced from CarbonQuota’s database of “Printing” companies 2023.

** Emissions intensity has decreased across most metrics, highlighting improved efficiency despite higher total emissions.

© Carbon Quota Limited 2026/7

Scope 3

Scope 3 encompasses indirect emissions produced across the entirety of our supply chain, such as upstream transportation, purchased goods, subcontracted activities, waste disposal, and use of some digital services, as well as energy used at home for the purposes of work.

As a large-scale provider of print and digital service solutions, Scope 3 emissions represent a substantial portion of our overall footprint. It is therefore vital that we collaborate with suppliers and clients to influence reductions in both upstream and downstream emissions. In doing so, we are driving collective climate action and creating greater value for all our stakeholders. In 2025, our Scope 3 emissions were 10,221 tCO₂e.

Our Scope 3 emissions for 2025 represent approximately 95% of our organisation's total market-based Scope 1, 2 and 3 footprint (10,764 tCO₂e), showing that a vast majority of our climate impacts arise upstream in the supply chain, rather than from onsite operations.

Compared with 2024, Scope 3 emissions decreased by 1%. This slight reduction occurred despite the expanded reporting boundary, including Dublin and Bangor, and continued business growth. Purchased Goods & Services (Scope 3.1) remains the dominant source of emissions, with paper as the largest

contributor, alongside envelopes and inks. While paper and ink emissions increased slightly, reductions in other areas such as envelopes and waste helped offset these changes. All other Scope 3 categories remain relatively small and have limited influence on the overall trend.

In general, the 2025 emissions profile reflects the scale and material intensity of our core operations. We have identified that opportunities for reduction are strongest in a gradual shift from physical to digital products, supplier engagement, and continued improvements to postal and production processes.

Scope 1 covers all direct GHG emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles. Scope 2 covers indirect GHG emissions from the generation of purchased electricity, heat, or steam. Scope 1 and 2 emissions were calculated using global office survey data covering over 95 percent of our offices, and were estimated based on available data for the remaining offices. We follow the Scope 2 market-based accounting approach to account for our purchase of renewable electricity, but also report location-based emissions.

Our scope 3 emissions are calculated accurately and to the best of our ability.



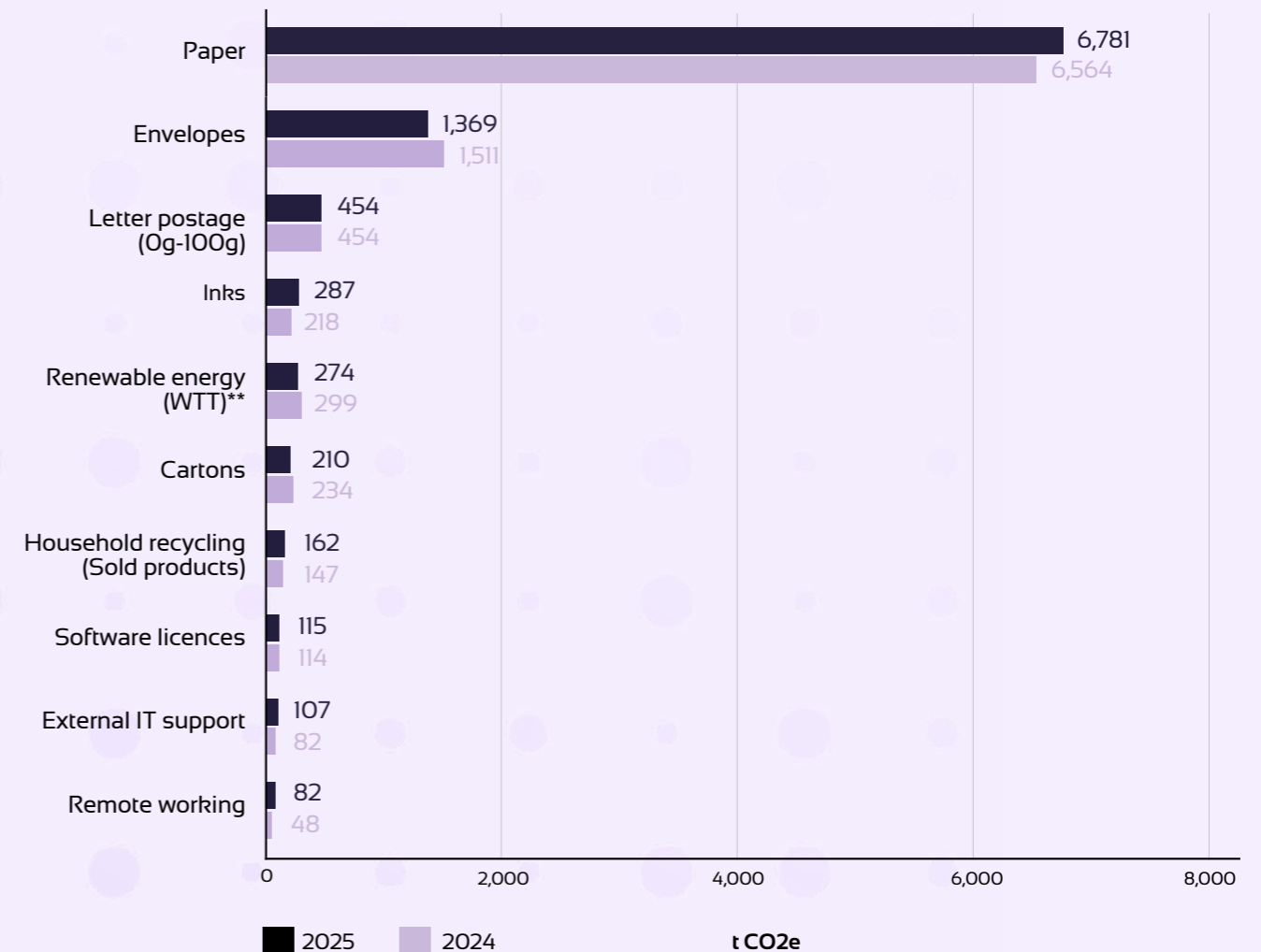
In 2025 our Scope 3 emissions were 10,221 tCO₂e

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Scope 3 emissions represent 95% of our total market-based Scope 1, 2 and 3 footprint (10,764 tCO₂e)

Top 10 Scope 3 Emission Drivers



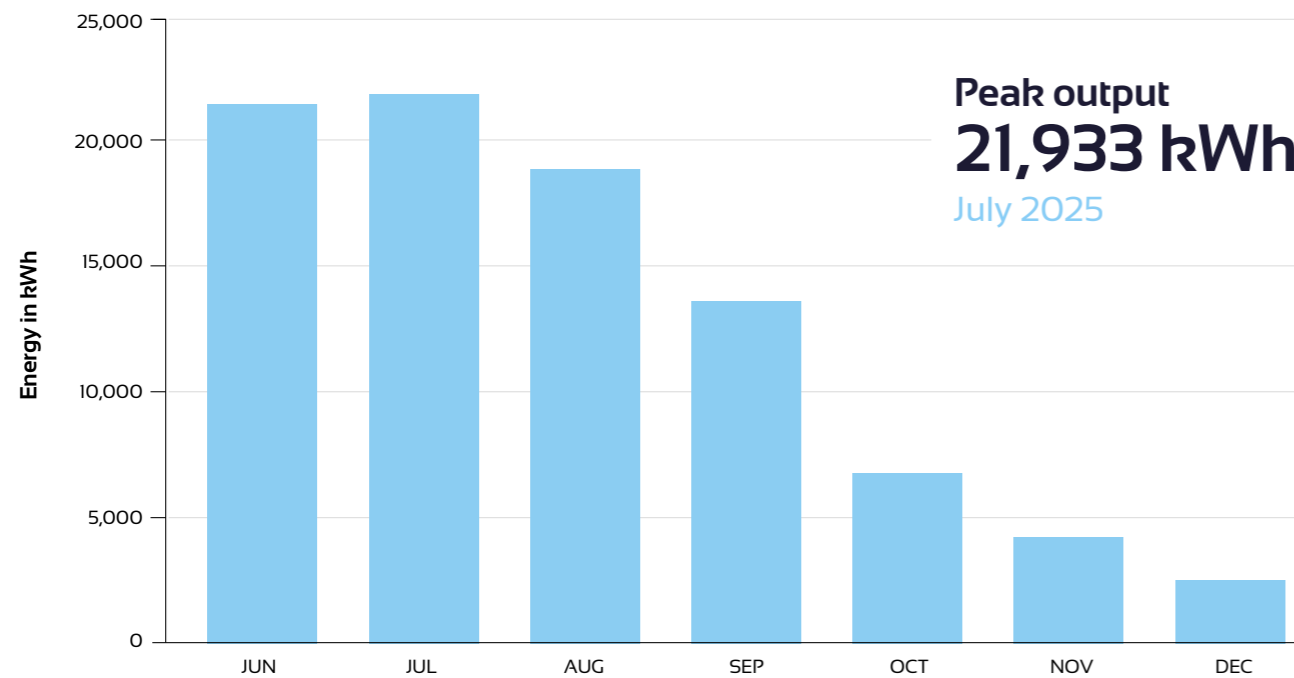
Solar power

In the spring of 2025 our much anticipated solar project went live at our Dublin site. Made up of 507 photo voltaic (PV) panels, the newly installed system converts sunlight directly into electricity using semiconductor materials. By providing renewable energy for our business, the system supports us in cutting bills, reducing our carbon footprint and unlocking our long term energy resilience, as well as the implementation of our wider ESG policy.

Working even on cloudy days but with optimal performance on our unshaded, south-facing roofs, the panels have provided us with a first year cost saving of €54,000 and an estimated 25 year saving of 1,175 tonnes of CO₂.

With our scheme allowing any excess energy to be sent back to the grid, we ensure that nothing we generate on site is wasted.

Dublin site – solar panel output



Park Mill – Solar project plan



25% of total site energy demand

supplied by solar, reducing exposure to grid volatility and strengthening energy resilience



3,228 photo voltaic

(PV) panels delivering 1.45MW of power saving us an estimated £220,000 in the first year of use



5,954 tonnes of CO₂ avoided

over 25 years, supporting corporate ESG commitments and contributing to Net Zero alignment.

These figures are examples of the figures we expect to see from our Huddersfield site project with work starting mid 2026

Future solar project

Following the success of this scheme we are looking forward to the installation of a new solar panel project at our Huddersfield site. With work due to start in 2026 this latest solar installation will be a major sustainability and infrastructure upgrade, designed to improve the site's energy independence, reduce carbon emissions, and enhance long term operational efficiency. The project centres on deploying a large scale rooftop solar photovoltaic (PV) system alongside complementary roof improvement works to ensure structural integrity, performance efficiency, and compliance with any future regulatory requirements.



SBTi

Mail Metrics has committed to set near and long-term company-wide emission reductions in line with science-based net-zero with the SBTi.

- A 60% reduction in Scope 1 and 2 emissions against a 2025 baseline across Scopes 1, 2, and 3 by 2030 and Net zero by 2040.
- Previously, the Opus Trust business unit was registered with the SBTi.



Sustainable events

Running sustainable events is of the utmost importance to the business, and we focus on reducing environmental impact through detailed and conscious planning. Placing focus on areas such as minimising the waste our events create, sourcing locally produced merchandise, reducing the impact of event travel and working with venues who share likeminded sustainable values, we are able to reduce our environmental impact whilst still delivering high-quality, memorable events.

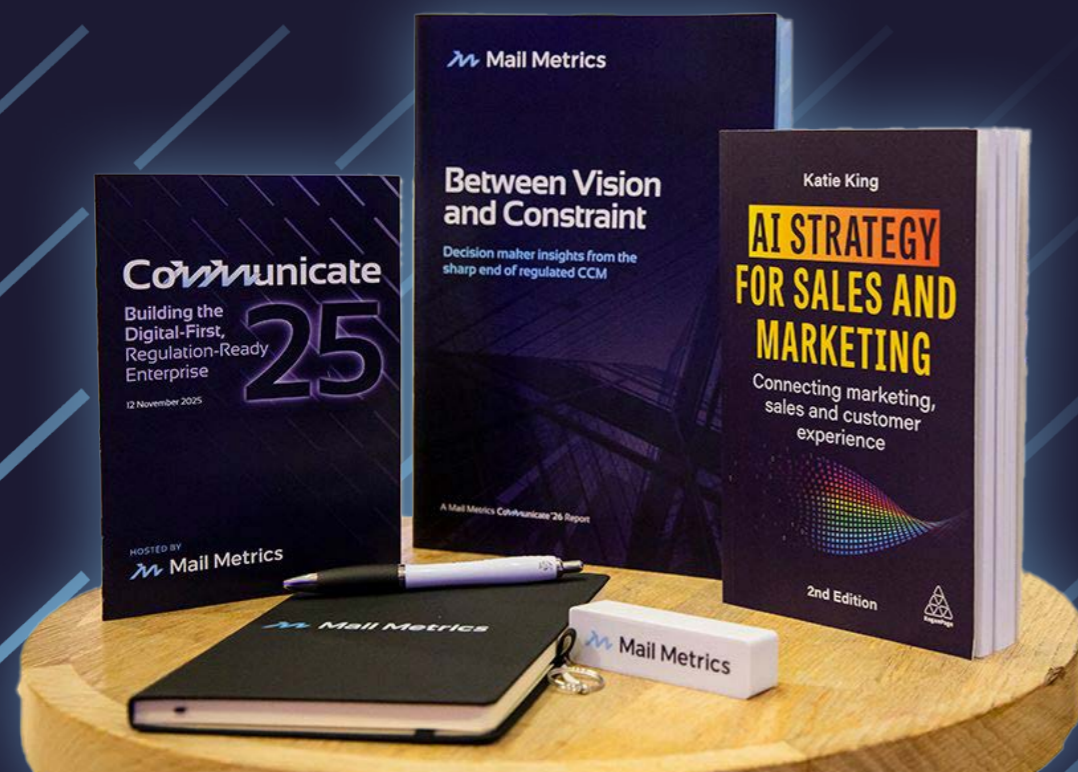


Throughout last year we ran and participated in a number of events which required us to put these sustainability ideals into practice. None more so than our annual flagship event which was held in November.

Communicate '25 was set in the impressive surroundings of Kings Place, London. Located in the heart of King's Cross, the space was designed by award-winning architects with sustainability considerations at the forefront of planning, leading to the environmentally-focused building being named the UK'S 'Best of the Best'.

The venue and its team aligned with our sustainability values at a fundamental level, providing this statement – 'We embed sustainability, equality, diversity and inclusion into every decision and action, ensuring our work creates a positive impact for people and the planet'. The space also provided a number of other eco-friendly attributes including the proximity to major transport hubs and additional venues where we held ancillary events meaning we were able to reduce impact from onwards travel once people had arrived in London.

From inception to delivery, a number of additional considerations were taken to ensure we ran all aspects of the event as responsibly as possible. During promotion and planning we prioritised using digital communications to reduce the use of paper and procured event merchandise that was sourced from manufacturers close to our geographical areas of work. We also made sure that give away items such as gift bags and notebooks were made from recycled materials where possible.



Kings Place, London

Sustainable Machinery

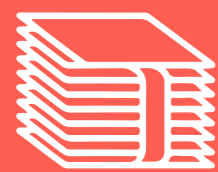
We place high importance on ensuring all of our operational equipment is as efficient as possible and supports, where feasible, a circular economy. Our sustainable printing machinery leverages energy-efficient technologies, digital workflows, and eco-friendly consumables to help minimise our environmental impact.

Some of our key initiatives include identifying machinery which reduces energy consumption and which operates with renewable energy, working with processes designed to reduce waste, the use of eco-friendly inks and working with sustainable partners and suppliers.

As part of our Manufacturing Excellence programme, our Process Engineers have developed a number of solutions which not only improve our job efficiency and reduce print errors but also ultimately lower our carbon footprint through better utilisation of our resources.

The solutions address a number of different issues, including an error proofing mechanism which eliminates the chance of getting registration marks into finished goods, thus generating no reprints and lowering the spoilage rate. They also successfully address ways to reduce energy consumption and minimise downtime. As a result, our utilities are used more effectively due to better equipment uptime, leading to a lower carbon footprint. The generated lower scrap rate also means we send less waste to landfill.

Sustainable manufacturing has always been a priority for Mail Metrics and we continue to invest in the most up-to-date machinery across our business. We also continue to evolve and adapt to ensure we are in step with best practice, enabling but our operations to also make positive contributions to lowering our overall carbon footprint.



Manufacturing Excellence programme solutions

improve job efficiency and reduce print errors

Our Community

Charities of the year

Last year we were delighted to announce that we had chosen two charities as our annual charity partners – the Alzheimer's Society and The Alzheimer Society of Ireland. Having raised over €17,000 to date we are proud to continue our partnerships throughout 2026.

Every day in the UK and Ireland, over 400 people receive the devastating news that they have Alzheimer's disease. With an average survival timeline of around 8 years, this disease worsens over time, and people with later-stage dementia will eventually need full-time care and support with daily living and personal care, such as eating, washing and dressing. Because of partnerships like ours, Alzheimer's Society and The Alzheimer Society of Ireland are able to provide extra care and support services for people affected by dementia, fund research into cures and treatments, and improve campaigns for better care rights.

We have undertaken a number of activities in support of our charity partners including companywide quizzes, our hugely celebrated GET smART! initiative, and KMs for a Cause which saw our colleagues clock up an epic 19,000+ KMs by walking, running, horse riding and cycling. Over 50 colleagues came together to ensure the huge distance was covered – a virtual route via all of our sites in Bellshill,

Huddersfield, Leicester, Bangor and Dublin, across the Atlantic to the US, right through to California (the place of the first recorded Alzheimer's treatment), and back to the finish line at our Warsaw office! These activities have provided the opportunity for us to raise both awareness and funds, and have also enabled us to pay tribute to colleagues who have been personally affected by this awful disease.

"We are so grateful that Mail Metrics have chosen to support us. Every hour people generously give their time to fundraise for us, every event they take part in, every pound they donate, they're making a life-changing difference to people living with dementia.

"Alzheimer's Society provides vital support to people living with dementia, funds ground-breaking research and campaigns to make dementia the priority it should be. It will take a society to beat dementia.

"There are around a million people living with dementia in the UK alone. We all have a role to play in ending the devastation dementia causes. We simply can't reach everyone who needs us without the continued support of our incredible fundraisers like Mail Metrics."

Kim Hession, Alzheimer's Society.

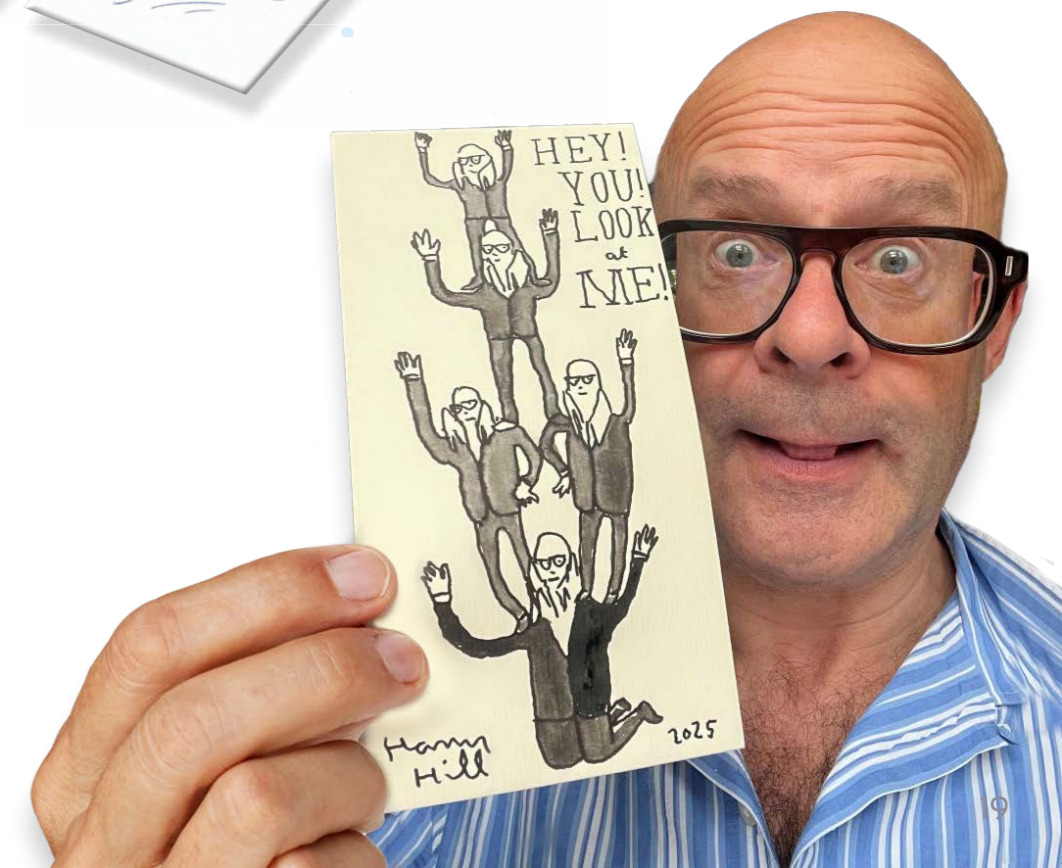


GET smART!

2025 marked the second lift-off of our GET smART! campaigns which saw over 90 celebrity designed envelopes go up for auction to raise money for our charities of the year, Alzheimer’s Society and The Alzheimer Society of Ireland.

The most sought-after items generated thousands of pounds each with two envelopes braking the magic four-figure barrier – a one-off original work from globally renowned artist Julian Opie, and a perfect pigeon from rising star of the art world Akash Bhatt. Other big hitters were provided by Fast Show star and author Charlie Higson, Levellers musician and artist Jez, and artist Alison Friend – to name but a few. The end result was a fantastic €14,500/£12,608 raised for the two charities.

 €14,500/
£12,608
raised in celebrity auction



Day to Make a Difference

Volunteering empowers our colleagues, builds skills and confidence while also contributing positively to society. Throughout the last year, our colleagues have supported a number of different causes by taking part in fundraising activities in support of charities close to their heart. We are delighted to continue to promote our *Day to Make a Difference* initiative which supports our colleagues in giving back and volunteering for worthwhile causes of their choice.

Day to Make a Difference gives colleagues the opportunity to take one paid day per year to volunteer for a charity or project of their choosing. Over the course of the past 12 months more than 250 hours have been volunteered across the business through this initiative. We are extremely proud to continue to champion this project and support colleagues who are keen to make a difference individually or as a group whilst also taking the opportunity to engage in extra team and relationship building.



 **250 hours volunteered** through 'Day to Make a Difference'

 **2,000 trees planted** by our teams



Tree planting with Carma

In October last year, 18 colleagues pulled on their wellies, picked up shovels and braved the autumn elements to take part in two tree planting days close to our sites in Huddersfield and Leicester.

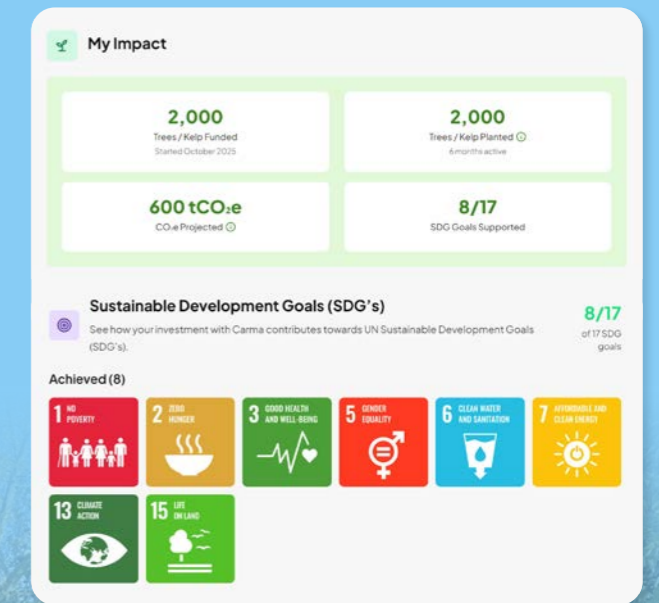
We worked in partnership with Carma – an organisation that was originally founded to provide employment opportunities to veterans through tree planting in the UK, but which has grown into a full-scale climate action platform. Carma helps businesses and individuals easily integrate sustainability into their operations and daily lives.

Over the course of the two days, our teams collectively planted 2,000 trees, which have the potential to offset on average 50 tonnes of carbon annually. Such activity



further supports our sustainability values, and enables the business to give back to the areas and communities in which we work. Some colleagues utilised their Day to Make a Difference to volunteer their time to this worthy cause.

Following our work with Carma we were given access to a personalised dashboard which allowed us to see a breakdown of our contribution.



Our People

Our team of over 500 colleagues is the centre of our business. Every day, their passion and expertise enable us to provide products, solutions and services that exceed our clients' expectations and ensure our business is the very best it can be.

Our vision for our people is to create an inclusive and engaging environment where everyone is proud and excited to come to work and can perform at their best, develop and thrive.

We are proud to have recently strengthened our commitment to people and culture through the development of our refreshed people strategy, ensuring that we have the breadth of skills and the diversity of backgrounds and experiences we need to work with our clients in the most productive manner. This includes continuing to advance our recruiting practices, focusing on potential, as well as the creation of a culture that

encourages continual improvement and upskilling. We were also pleased to welcome our new Chief People Officer, Suzanne Caley on board.

As a priority, we continue to progress the ways in which we help colleagues manage their health, well-being and professional development. Through our internal EDI strategy, leadership priorities and wider business policies, we seek to create an environment where all colleagues feel heard, safe and supported.



Health, well-being and professional development commitment to our people



Supporting our clients



Dream Makers from Xerox

In 2025 we were once again proud to support Dream Makers, a wonderful initiative from Xerox. Dream Makers partners with prestigious Football Clubs across the UK to provide professional football coaching days to 7-12 year olds during the holidays.

Xerox invites clients and partners to sponsor these sessions, where children receive coaching from professional players and development workshops. A £55 sponsorship covers a child's full participation, helping them gain confidence and improve their football skills. Xerox is working with local

foundations and charities to ensure these opportunities reach the children who need them most.

This is the third year we have supported the initiative pledging £2,000 towards sessions at Newcastle United.

We have a long-standing trading relationship with Xerox, working together for over 10 years to complete NHS contracts. Participating in initiatives like Dream Makers is a pleasure, enabling us to further cement the relationship and contribute towards a fantastic cause.

Children in Need

We were pleased to recently support one of our clients by attending a quiz night hosted by the BBC in aid of Children in Need.

Our team held its own amongst the other tables of keen quizzers, and a raffle of prizes ensured a significant sum was raised for the charity that helps improve the lives of disadvantaged children and young people around the UK. Mail Metrics were pleased to also contribute to the prizes on offer by donating gift vouchers.



Scouts Ireland

Over the past year we are pleased to have made a number of financial contributions to assist in the running of the Ballymun Scouts chapter. Our key focus was to ensure that no children missed out on attending the Scouts due to being in a position where they were not able to cover their fees, with so many demands on funds for parents.



Our People Strategy

Following a period of significant acquisitive growth, Mail Metrics is proud to launch its new People Policy at such a pivotal moment. Our new People Strategy sets out a clear, phased plan.

Through a collaborative and deliberate process we have created a 'three pillar' approach which will allow us to implement our strategy effectively and with its designed impact.

The Three Pillars

The new strategy sets out clear success measures across each area – from compliance in HR service delivery, to measurable improvements in engagement survey scores, to a reduction in policy-related queries as harmonisation takes effect. Job architecture completion, internal promotion rates, and leadership effectiveness scores (via 360 feedback) will all be tracked to ensure the strategy is delivering real-world impact.

What makes this People Strategy notable is its sequencing. Rather than trying to do everything at once, we have deliberately phased the process – laying the groundwork initially, building alignment, and then investing in development and growth. It is a plan that acknowledges where the business is today while keeping its sights firmly on where it needs to be – a cohesive, capable, and scalable organisation ready for the next phase of growth.

THE THREE PILLARS



1. Establish

Getting the
Fundamentals Right



2. Align

Creating a Coherent
Organisation



3. Enable

Investing in Growth
and Talent



Colleague Communication

Colleagues receive regular messaging from our CEO, Chief People Officer and our Communications Director. Additionally, our Senior Leadership Team makes it a priority to implement effective engagement throughout their areas of operation, and department leaders and managers are equipped with up-to-date business information that is circulated accordingly.

In 2025, we were proud to update our internal communications strategy with the aim of continuing to deliver effective and regular communication channels for all of our colleagues across the business. We are pleased to continue to develop areas of this programme including 'Colleague Connect' – our quarterly roundup magazine, our quarterly Town Hall meetings, and our 'Lunch and Learn' series – which delivers department and product learning sessions for colleagues as well as the chance to catch up with members of different teams. These sessions, launched in the September 2023, have seen a collective attendance of over 1800 colleagues to date.

Our Town Hall meetings are held every quarter and are hosted by our CEO, Nick Keegan. Available to all colleagues, the sessions provide an important platform for all departments to hear first-hand the most up to date news from across the whole business. Typically, the Town Hall also include updates from our Chief Finance Officer and our Chief People officer as well as notable business and developments and key account wins.

"Some of our best cross-team understanding comes from our lunch and learns – departments sharing what they do and how it connects to the wider business, alongside the product team bringing new features and developments to life. It's knowledge sharing at its most accessible."

Pat Kelly, Director of Marketing and Communications



Menopause café



In the UK and Ireland the workforce includes a rising number of women, many of whom are extending their careers. Naturally, this can present a number of different considerations including the menopause, which can be a challenge for both the individual and the employer.

This is particularly the case if an organisation has outdated attitudes and ineffective support systems, which could invariably undermine productivity and, by extension, overall economic performance.

With this in mind, and to make positive changes across this area, this year we were proud to continue to run our Menopause Café. The sessions are set up to run every month, with the aim of providing an inclusive and safe space for colleagues at all our sites, giving everyone the opportunity to share their experiences in an informative and supportive environment over coffee and cake.



Our Practices

At the board level our colleagues, provide strategic direction and oversight of our ESG programs and policies, including our environmental sustainability strategy, our social responsibility program and our compliance agendas.

Our ESG focus group then accordingly plans and actions any direction it receives and acts upon all appropriate recommendations. It produces the ESG strategy, key policies, initiatives, and new ESG targets, and reviews progress against our goals and targets. Chief Strategy Officer, Shane Woods oversees and approves the content of our annual ESG Report.

Our ESG focus group consists of senior colleagues across areas including People,

Risk, Communications, Compliance, Finance and Client Development and it is chaired by Pat Kelly, our Marketing and Communications Director. In 2025, the group met bi-monthly to review progress against our ESG priorities and to discuss future plans and targets which included areas such as our Scope 3 priorities, CO2 emission reduction plan, benchmarking initiatives such as the UN 17 Sustainability Goals and EcoVadis submissions and our charity and community strategies.

UN 17 Goals

The UN Sustainable Development Goals (SDGs) provide a global framework for achieving a better and more sustainable future for us all.

Through our client services and operations, and through the support for our communities, we are contributing in varying degrees to a number of the 17 SDGs, with the highlighted areas below representing the spaces where we feel we have the greatest capacity for impact and action.



Our UN 17 areas



The UN's 17 Sustainable Development Goals



Gender Pay Gap

We have been reporting our Gender Pay Gap since 2018. The Gender Pay Gap is the difference in average earnings between all men and all women in an organisation. It is measured as the percentage difference between men’s and women’s mean (average) hourly pay and median (mid-point) hourly pay.

Gender pay is not the same as equal pay. Equal pay is about pay differences between men and women who carry out the same jobs, similar jobs, or work of equal value.

At Mail Metrics we’re committed to creating an inclusive and diverse workforce. We aim to ensure people are treated fairly at work across all levels and locations, and we value the contribution everyone makes.

Gender Pay Gap and Bonus Gap results

- Our mean (average) Gender Pay Gap for 2025 is 19.6% (up from 12.5% in 2024).
- Our median (mid-point) Gender Pay Gap is 14.6%. This is unchanged from 2024 (14.6%).
- Our mean (average) gender bonus gap is 53.4% (down from 54.7% in 2024).
- Our median (mid-point) gender bonus gap is 0%.
- The percentage of male employees at Mail Metrics receiving a bonus is 100%.
- The percentage of female employees at Mail Metrics receiving a bonus is 100%.

| Description | Male | Female |
|--|------|--------|
| The percentage split between male and female employees whose standard rate places them above the upper quartile* | 76% | 24% |
| The percentage split between male and female employees whose standard hourly rate places them above the median but at or below the upper quartile* | 70% | 30% |
| The percentage split between male and female employees whose standard hourly rate places them above the lower quartile* but at or below the median | 63% | 37% |
| The percentage split between male and female employees whose standard hourly rate places them at or below the lower quartile* | 60% | 40% |

* Quartiles are the values that divide a list of numbers into quarters.



Our mean (average) gender bonus gap is **53.4%**

Down from 54.7% in 2024

What we are doing

We are pleased that our Gender Pay Gap is closing compared with when we first started reporting in 2018 (19.7%). However, we recognise there is more work to be done. Actions we are taking and continuing to improve include:

We conduct an annual pay audit and review.

This means we:

- Review salaries across all levels to identify discrepancies between male and female employees in similar roles.
- Analyse factors influencing pay differences (e.g., tenure, experience and performance).

We are transparent about pay because we recognise that salary secrecy can perpetuate pay gaps, with women and candidates from minority groups often being affected the most.

We will champion equal pay policies and transparency by:

- Publish salary ranges for job postings to reduce the risk of gender-based pay negotiations leading to disparities.
- Encourage open discussions on pay to foster transparency and trust.

Bias-free recruitment and promotion processes, meaning we:

- Use structured interviews and consistent assessment criteria to ensure fair hiring decisions.
- Ensure women have equal access to leadership training and career progression opportunities.

We continue to support flexible working and improve our family policies, including:

- Promote flexible working arrangements (e.g., remote work, part-time roles) to support parents and caregivers.
- Ensure equal parental leave policies to reduce career interruptions for women.
- Enhanced maternity and adoption pay.
- Enhanced paternity pay.

We believe these practices will positively impact our Gender Pay Gap. We recognise this is a long-term initiative and expect to see that reduction occur over the next five years.

Real Living Wage

In 2025 we were a Real Living Wage Employer.

Compliance and standards

Maintaining the highest standards of compliance and governance remains central to our ESG approach. As a business operating in a highly regulated environment, we are committed to not only meeting all applicable legal and regulatory requirements, but also to exceeding them through the adoption of internationally recognised best practices.

Our management systems are underpinned by multiple ISO certifications, which provide a structured framework for ensuring consistency, accountability and continuous improvement across our organisation. The

maintenance of these certifications reflects our commitment to compliance and governance, and each standard is embedded into our day-to-day processes, supported by clear policies and procedures.

We operate a rigorous audit programme to ensure ongoing compliance and effectiveness, this includes both internal and independent external assessments conducted by our appointed certification bodies. These audits provide assurance that our systems and processes remain robust, compliant and aligned with the evolving expectations and landscapes.



25 certification continuing assessments successfully completed in 2025 against our suite of ISO certifications.

As part of our commitment to continuous improvement and environmental initiatives, we have set an objective of achieving ISO 50001 certification for Energy Management within 2026. This will further strengthen our approach to energy efficiency by providing a structured framework to monitor, manage and reduce the energy consumption across our operations.

Sustainable advantage

We are proud to work with Sustainable Advantage who have a dedicated Private Equity practice, helping assess the ESG maturity of portfolio companies across 130 ESG areas. Mail Metrics Private Equity backer, MML, appointed Sustainable Advantage to provide ongoing support for Net Zero planning, ESG impact reports, policy creation, and employee engagement.



EcoVadis

We are extremely pleased to share that in 2025, via our existing submission profile (Adare SEC), we were awarded an EcoVadis Gold rating for the third year in a row.

We improved on our overall score from 2024, and the new ranking places us amongst the top 5% of businesses rated by the world's largest sustainability assessor. Following our business integration, this year we will be submitting to EcoVadis as a single entity – marking an exciting and cohesive new chapter in our sustainability journey.



| Standard | Huddersfield | Leicester | Bellshill | Bangor | Dublin | Warsaw |
|---------------------------------------|--------------|-----------|-----------|--------|--------|--------|
| ISO 9001-QMS | ✓ | ✓ | ✓ | ✓ | ✓ | |
| ISO 14001-EMS | ✓ | ✓ | ✓ | ✓ | ✓ | |
| ISO 45001-OHS | ✓ | ✓ | In flight | | | |
| ISO 22301-BCMS | ✓ | ✓ | ✓ | | | |
| ISO 27001-ISMS | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| BS 10008-EIMS | ✓ | | | | | |
| ISO 50001-EnMS | In flight | In flight | In flight | | | |
| CPAS Std 55 | ✓ | ✓ | ✓ | | ✓ | |
| FSC | ✓ | ✓ | ✓ | | | |
| PEFC | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Ecovadis | ✓ | ✓ | ✓ | | ✓ | |
| PCI:DSS | ✓ | | | | | |
| Cyber Essentials Cyber Essentials+ | ✓* | ✓* | ✓* | ✓ | | |

Training

We make it a priority to support every colleague through our training commitment and programmes. Our training structure is set up to capture the nuance and complexities of mandatory compliance and individual progression, ensuring that all colleagues have strengthened capabilities and are provided with the information they need to perform their roles as effectively and mindfully as possible. We also place great importance on learning areas which are designed to develop our sustainability goals and ESG awareness.

Upon joining Mail Metrics, all new starters are required to: understand and adhere to our code and policies, and participate in our onboarding schedule through which they learn about our company's values and culture.

All of our colleagues are periodically required to participate in Professional Standards and Risk training. They are also required to maintain knowledge of company documents and policies. Some of the areas covered in our mandatory annual training plan include anti-corruption, information security, workplace conduct, environmental sustainability, and human rights. In addition to company-wide training, colleagues receive additional learning opportunities tailored to their departments and individual roles. All policy documents are

uploaded to PeopleHR and colleagues are required to sign to them say they have read and understood the content.

During 2025, our colleague development plan has seen us complete over 7,000 hours of training across the business. This figure covers areas such as Management Development, Customer Relationship Management, Accounting, AI Support, Health and Safety, Machine and Operations and more. Our training total also includes time accrued via our apprenticeship schemes and Lunch & Learn sessions.

Mail Metrics strongly supports accessible routes to work and career development. With this in mind we are proud to continue to advance our apprenticeship program. In 2025 we supported 10 active apprenticeships covering areas including: Senior leader, Level: 7, Network engineer, Level: 4, Chartered Management (degree), Level: 6, – Safety, health and environment technician, Level: 3, Cyber security technologist, Level: 4, Senior leader, Level: 7, Accountancy or taxation professional, Level: 7, Operations or departmental manager, Level: 5.

ESG Training

In 2025 we launched our company wide ESG training programme which saw all colleagues complete a specific standalone Environmental, Social and Governance module.

Our Senior Leadership Team and Board also participated in advanced learning through the Supply Chain Sustainability School, where they covered topics such as modern slavery, CO₂ reduction, working in the community, Governance and more.



7,000+ hours
of training

completed across the
business in 2025



Apprenticeship story

Apprenticeships at Mail Metrics currently cover a range of academic areas, including administration, leadership and management, health and safety, finance, and IT.

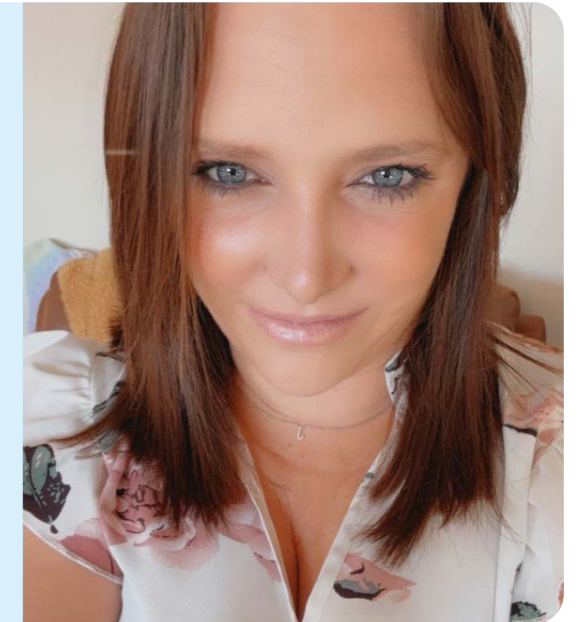
Across our business, colleagues at all levels are developing their careers through apprenticeships, gaining valuable knowledge while contributing to our success.

One of our current apprentices, Jane Humphrey, had this to say about her chosen course in, Health, Safety & Environment.

Jane is due to complete her apprenticeship this summer.

"I chose to do an apprenticeship in Health and Safety as it allows me to gain valuable academic knowledge whilst continuing to work in the industry. I had been interested in expanding my knowledge in this particular area, and when the opportunity arose within the team I was fortunate enough to be selected."

"For 18 months I have worked hard to improve upon my overall knowledge of the subject but also particularly around specific areas such as the legal aspects of Health & Safety and also best practice. My team at work has been really supportive, and I feel like the balance between the apprenticeship and my day job has gelled really well. I have really enjoyed my course and I am grateful to have been given the opportunity to learn lots of new things. I have also made friends on the course who now support me and encourage the sharing of ideas."



Supply Chain Sustainability School

Launched in 2012, the Supply Chain Sustainability School is an award-winning virtual learning platform focused around sustainability, with the aim to upskill those who work in certain sectors.

Last year we were proud to partner with this organisation and engage with their tailored learning pathways which cover the three core pillars of Sustainability – Environmental, Social and Economic – looking at key issues ranging from carbon management through to combatting modern slavery.

With bespoke courses and themes our ESG Focus Group, Senior Leadership Team and Board have all been assigned personalised pathways tailored to their specific position. Through their engagement, we were proud to collectively achieve a silver learning rating in 2025.



Our Supply

Sustainable Procurement

We hold strong environmental standards and are focused on embedding environmental, social and governance (ESG) criteria across every area our business, including our purchasing decisions. We follow a number of both mandatory and self-applied processes and regulations which fully enable us to ensure that best practices in sustainable procurement are employed across our business and our trading landscape. We also strictly adhere to our supply chain code of conduct.

Integrating ESG into our supply chain processes allows us to assess risks and opportunities and for key areas of spend we seek practical, commercial and innovative solutions when assessing the environmental impacts of our supply of business products and services. We place focus on products and services that support us in the reduction of pollution, waste management, land reclamation, promotion of recycling, and energy conservation.

Some of our key sustainable procurement practices currently in place are highlighted below:

- Utilisation of UK&I based suppliers where possible.
- Maximising pallet volumes and delivery loads to assist with carbon footprint reduction.
- Paper procured from merchants or mills that operate with their own sustainable policies and have forest management and conservation processes in place.
- Paper and print outwork suppliers hold the environmental FSC / PEFC accreditations and are ISO 14001 (environmental) certified.
- Approximately 170 million mailpacks enclosed each year using fully biodegradable envelopes.
- Electricity and gas is procured from renewable sources such as wind, biomass, hydroelectric turbines and Solar.
- Enhanced supplier agreements in place which outline our CSR and ESG expectations to key vendors.
- Internal written policies in place outlining sustainable sourcing and ethical supply chain codes.



170m mailpacks

enclosed using fully biodegradable envelopes in 2025





Find out **more...**

Talk with our friendly team to learn more about our ESG strategy and reporting.

E: hello@mailmetrics.com

W: [MailMetrics.com](https://www.MailMetrics.com)

Mail Metrics helps organisations manage regulated, critical customer communications via one platform, unifying digital and print. The Mail Metrics platform provides teams with real-time analysis for total control, and customers with the communication experiences they expect. As a trusted partner, Mail Metrics consults with clients to deliver tailored insight, enabling organisations to maximise the effectiveness of their communications. A suite of certifications across our sites provides robust evidence of Mail Metrics' dedication to operational compliance and integrity.