

# ESG Impact Report

Driving Positive Change for People, Planet and Performance

2025/26

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TIMES

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BEST EMPLOYERS  
UK 2025



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Introduction from  
**James Freeman**  
Chief Financial Officer



**I am pleased to introduce our FY25/26 Impact Report, which sets out our progress, performance, and priorities across Environmental, Social and Governance matters over the past financial year.**

At Grayce, our purpose is to help the world's most ambitious organisations to change and transform by developing and deploying exceptional early-career talent. Our ESG strategy is fundamental to achieving this ambition responsibly, sustainably and at scale. It is underpinned by our core values: We Are Trusted and We Deliver Excellence, We Are Human and We Care, We Are Changemakers and We Succeed Together.

### **A year of measurable progress**

FY25/26 marked a year of tangible, data-driven progress across all three pillars of ESG. From an environmental perspective, we made further significant reductions in our climate footprint. Since our 2023 baseline, total emissions have reduced by 54%, falling from 858 tCO<sub>2</sub>e to 394 tCO<sub>2</sub>e, driven primarily by continued reductions in Scope 3 emissions. Our combined Scope 1 and 2 emissions reduced by 42%, meaning we have met our 2030 reduction target five years early, supported by ESOS action plan delivery, improvements to heating controls, and increased energy efficiency across our offices.

All emissions data continued to be externally verified for the third consecutive year, reinforcing the integrity of our reporting. We also successfully passed our first annual ISO 14001 audit, embedding our Environmental Management System into business-as-usual operations.



# Introduction from **James Freeman** Chief Financial Officer

Social impact remains central to how we operate and grow. This year delivered more than 12,000 hours of learning through facilitated training, digital pathways and AI training to build future-ready, ethical capabilities. Employee advocacy continued to improve, with our employee Net Promoter Score rising to +25, reflecting progress in engagement, development and well-being. Beyond our own workforce, we continued to work closely with our chosen charity partners, further aligning community impact with our ESG priorities.

From a governance perspective, FY25/26 focused on strengthening maturity and resilience. We maintained 100% compliance training completion, delivered over 17,000 hours of mandatory learning, and implemented a robust set of AI policies and guidance to ensure responsible use of emerging technologies. We also streamlined ESG governance to focus on areas of greatest value and risk, while maintaining professional standards through EcoVadis Bronze recognition and ongoing certification management.

## **Looking ahead**

While we are proud of this year's progress, we know sustained improvement requires continued discipline. In FY26/27, we will focus on improving data quality and comparability - particularly across Scope 3 emissions and people metrics - embedding ESG more deeply into decision-making, and continuing to engage our supply chain, clients and employees in delivering long-term value.

This report reinforces that ESG at Grayce is not separate from our strategy; it is a core enabler of responsible growth. I would like to thank our colleagues, clients and partners for their continued commitment to the impact we are delivering together.



# Our ESG Pillars & Strategy

## Grayce provides equal commitment to our ESG Pillars, focused on our key priorities

As a business rooted in sustainable and responsible practices, we are committed to operating to the highest standards of quality, integrity and accountability, creating long-term value for our people, clients, communities and the environment.

Our Environmental, Social and Governance strategy is guided by robust internal performance data and recognised industry benchmarks. We utilise established metrics, platforms and certifications to benchmark performance, understand our footprint and maintain accurate, transparent records that support assurance, audit readiness and continuous improvement.

### Environment

We are committed to reducing our carbon impact and increasing our positive contribution to local environments through responsible planning and sustained action.

### Social

Our people are central to our approach. We proactively promote Equality, Diversity and Inclusion, ensuring opportunities are accessible and alternative ways of working are supported. We foster a positive, supportive culture that values development, wellbeing and safety, and focuses on creating meaningful careers that enhance employee and client outcomes.

### Governance

Strong governance underpins our strategy. We ensure policies, certifications and standards are embedded and maintained, compliance training is refreshed annually, and clear, consistent communication is delivered across the business to build understanding, trust and engagement.



# Our ESG Pillars & Strategy

Driving Sustainable, Inclusive and Responsible Business Outcomes

## Environment

### Carbon Reporting & Accounting

#### Transparent, complete emissions disclosure

Publishing full Scope 1, 2 and material Scope 3 emissions in a transparent, consistent and accessible way.

#### Data quality, assurance & methodological integrity

Ensuring carbon data is robust, externally verified and underpinned by credible methodologies that improve over time.

#### Decision-useful climate data

Using carbon data not only for reporting, but to inform decision-making, prioritisation and long-term risk management across the business.

### Carbon Reduction Planning

#### Science-led target setting & alignment

Aligning emissions reduction pathways with climate science and recognised frameworks to support long-term decarbonisation.

#### Planned, measurable reduction pathways

Translating targets into clear, phased reduction plans that balance ambition, feasibility and business growth.

#### Continuous improvement & resilience

Regularly reviewing progress, adapting plans as data quality improves and responding to changes in business scale or operating context.

### Sustainable Ways of Working

#### Resource-efficient operations

Reducing the environmental impact of how we work through energy efficiency, waste reduction and smarter use of resources.

#### Lower-impact behaviours & choices

Encouraging sustainable choices in travel, procurement and workplace behaviours through policy, enablement and awareness.

#### Embedding sustainability into business-as-usual

Integrating environmental considerations into operational processes, systems and decision-making rather than treating them as add-ons.

# Our ESG Pillars & Strategy

Driving Sustainable, Inclusive and Responsible Business Outcomes

## Social

### Equality, Diversity & Inclusion

#### Proactive, flexible EDI access

Adopt a proactive approach to EDI, ensuring opportunities are accessible to those with specific requirements, offering alternative ways of working wherever possible.

#### EDI embedded across the lifecycle

Educate and equip workforce and leadership teams to operate with EDI embedded and at the centre of all practices and every aspect of the employee lifecycle.

#### Data-driven, fair outcomes

Utilise EDI data to understand the representation of job applicants and the workforce, and work to agreed EDI KPIs to ensure fair and equitable opportunities and practices.

### Culture & Safe Working Practices

#### Positive culture driven by growth & feedback

Maintain a positive, supportive culture which values growth and development, utilise surveys and data reporting to understand client and employee satisfaction levels.

#### Support for healthy, balanced lifestyles

Support employees in promoting and enabling healthy and balanced lifestyles.

#### Proactive health & safety management

Manage health and safety proactively, with appropriate record keeping and relevant risk assessments at all times.

### Meaningful Careers

#### Digitally Enable Learning & Future Skills

Create an engaging, technology-enabled learning environment that builds future-ready capabilities, including AI and emerging skills, to support continuous growth and adaptability.

#### Deliver a Market-Leading Talent Development Proposition

Develop a best-in-class talent development proposition that equips people with the skills, tools, knowledge, and experiences needed to deliver excellence, increase earning potential, and support long-term career success.

#### Create Inclusive Career Pathways & Community Impact

Foster meaningful career progression through inclusive opportunities, internal mobility, mentoring, and community partnerships that support both employee growth and wider social impact.

# Our ESG Pillars & Strategy

Driving Sustainable, Inclusive and Responsible Business Outcomes

## Governance

### Risk, Compliance & Control

#### Proactive identification & management of risk

Anticipating legal, regulatory, operational and technological risks before they arise, enabling early intervention and informed decision-making.

#### Clear controls, training & accountability

Establishing and maintaining robust policies, controls and training frameworks that promote consistency, accountability and informed compliance across the organisation

#### Effective oversight & assurance

Applying audits, reviews and continuous monitoring to ensure controls operate as intended, while embedding and maintaining all relevant policies, certifications and standards to support regulatory compliance, ethical practice and sustainable operations.

### Responsible Business Conduct

#### Ethical & responsible behaviour

Embedding integrity, fairness and accountability into business conduct and decision-making.

#### Responsible use of technology & data

Ensuring emerging technologies, including AI, are deployed safely, ethically and transparently.

#### Governance embedded into everyday operations

Making responsible decision-making part of business-as-usual, not an exception, supported by annual compliance training and the continuous maintenance of accurate ESG records for assurance, audit readiness and transparency.

### Assurance, Transparency & Trust

#### Independent verification of governance standards

Demonstrating governance credibility through externally recognised frameworks and certifications.

#### Transparency & accountability

Communicating governance practices and performance openly, clearly and accurately.

#### Building trust with clients & stakeholders

Strengthening confidence, resilience and long-term relationships through assurance, supported by consistent, well-structured and clearly branded communications that align with one-voice messaging and drive employee engagement.



# Our 2025

## Responsible Business Snapshot

Our 2025 Responsible Business Snapshot highlights the progress we've made by putting people first – from growing and developing our talent, to delivering outstanding service for clients and creating positive impact beyond our business.

### Our Growth

- Emissions targets **exceeded**
- Ecovadis score increased to **66**
- Achieved FT Best Employers Award

### Our Talent

- Promoted **159 Consultants**
- Grayce Consultants would recommend Grayce as 'a great place to work' with a **+25 NPS**
- Hired **93 new Consultants** and hired **10 new HQ staff**

### Our Delivery

- Delivered **58,375 days** of client service
- Commitment to excellence by successfully **transitioning 85 Consultants** into permanent roles with our clients

### Our Partnerships

- Supported **3 charity** partnerships
- **+60 hours** in Pro-Bono consulting
- Raised **+£2,600** in fundraising for our charity partners

# Environment

Over the past year, we've made substantial progress in reducing our environmental footprint and embedding climate responsibility into our operations.

## Our Key Achievements in FY25/26

### 2030 Emissions Target met or exceeded

We have already met our Scope 1 and 2 reduction target and exceeded our Scope 3 target. There is more detailed information later in this report.

### Emissions Externally verified

All emissions data externally verified for the third year in a row.

### New Procurement Policy

New company-wide policy covering all procurement and making sustainability credentials.

### ISO 14001 Certification

We passed our first annual ISO 14001 audit, demonstrating successful integration of our EMS into the business.

### ESOS Compliance

We submitted our Action Plan update in December, detailing material energy usage reductions of c4500 kWh across our two office locations.

### Ecovadis Bronze Award

Our sustainability performance earned us a Bronze rating from Ecovadis, placing us among the top companies evaluated for environmental practices with a score increase to 66.

### Climate Disclosure Platform

For the third consecutive year, we've submitted to the Climate Disclosure Platform, strengthening our transparency and accountability in climate-related risks and opportunities and increasing our grade from a D to a B-. This puts us beyond Disclosure and Awareness and into the Industry position of Management of sustainability issues.

### Fully embedded Climate Essentials platform

We now have a dedicated platform to measure, track and report on our carbon accounting and reduction activities.

KPI	2024	2025	Year on Year
<b>Total Emissions</b> (Kgs Co2)	455,092	394,301	<b>-13.4%</b>
<b>Scope 1+2</b> (Kgs Co2)	8,125	6,066	<b>-25%</b>
<b>Scope 3</b> (Kgs Co2)	446,967	388,235	<b>-13.4%</b>
<b>Carbon Intensity</b> (Kgs Co2 per FTE)	1,300	1,104	<b>-15%</b>
<b>% of emissions externally verified</b>	100%	100%	-

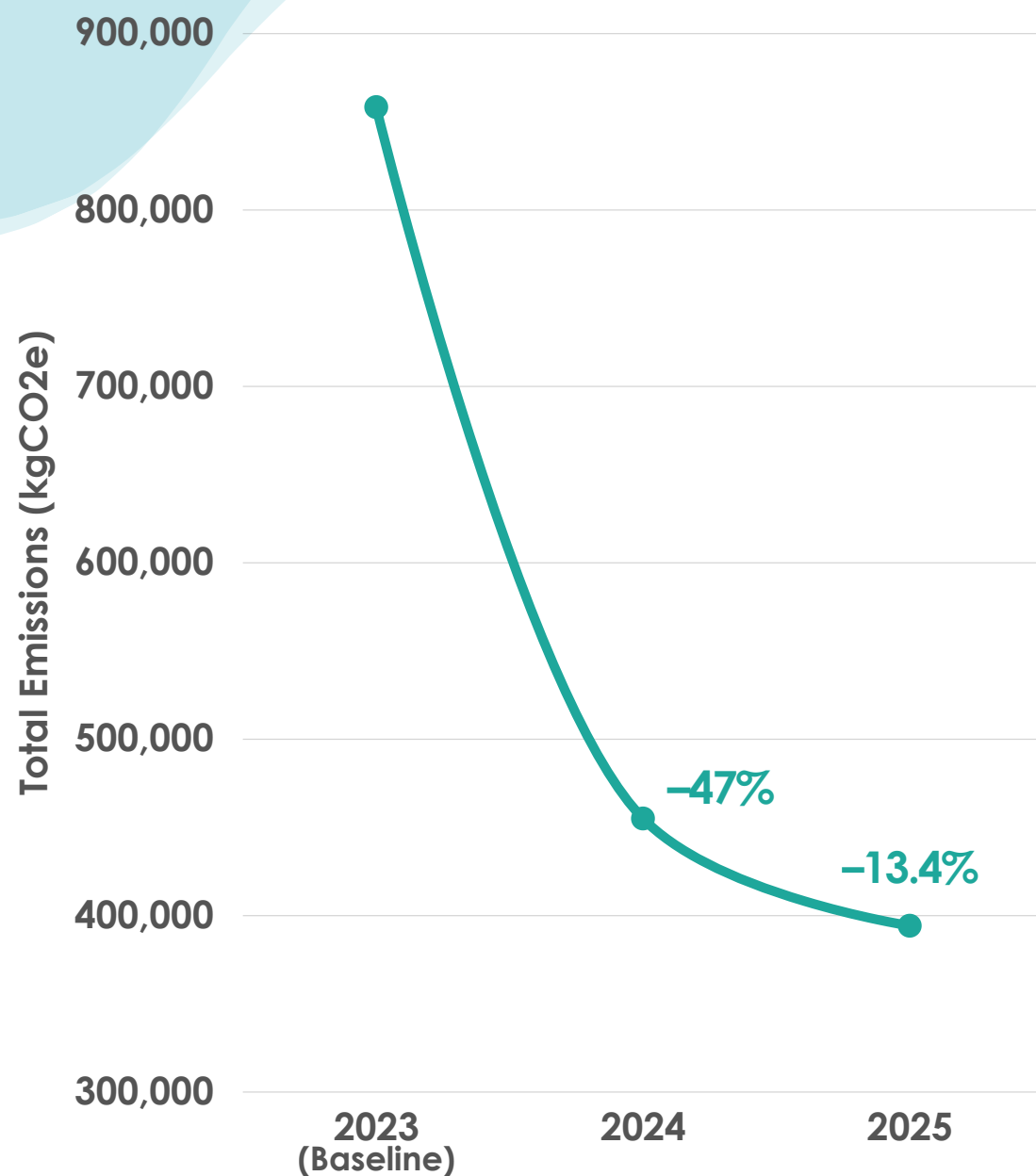


# Environment

## Emissions in Detail

This section summarises emissions performance against the 2023 baseline, highlighting progress across total emissions and Scope 1 and 2. The results reflect the impact of targeted initiatives and support ongoing monitoring of progress against emissions reduction targets.

### Total Emissions Over Time



### Overall Emissions

Total emissions have reduced significantly since 2023, with strong year-on-year reductions in 2024 and continued improvement in 2025. Overall emissions are now more than 50% lower than the baseline, driven primarily by material reductions in Scope 3 emissions.

### Scope 1 & 2 - Target 42% reduction by 2030

Combined Scope 1 and 2 emissions have continued to decrease since 2023, placing the organisation ahead of the trajectory required to achieve the 2030 target. Reductions have been supported by the transition to electric heating at the London office and the implementation of energy efficiency measures, including heating controls and lighting upgrades.

Year	Combined S1 & S2 (kgCO <sub>2</sub> e)	Change vs Previous Year	Change vs 2023 Baseline	Target Status
2023	10,464 (6,701 + 3,763)	-	-	Baseline
2024	8,125 (483 + 7,642)	-22%	-22%	On Track
2025	6,066 (483 + 5,583)	-25%	-42%	2030 target met early

# Environment

## Emissions in Detail

Year	Scope 3 (kgCO <sub>2</sub> e)	Change vs Previous Year	Change vs 2023 Baseline	Target Status
2023	847,891	-	-	Baseline
2024	446,967	-47%	-47%	Ahead of Target
2025	388,235	-13.2%	-54%	Target Exceeded

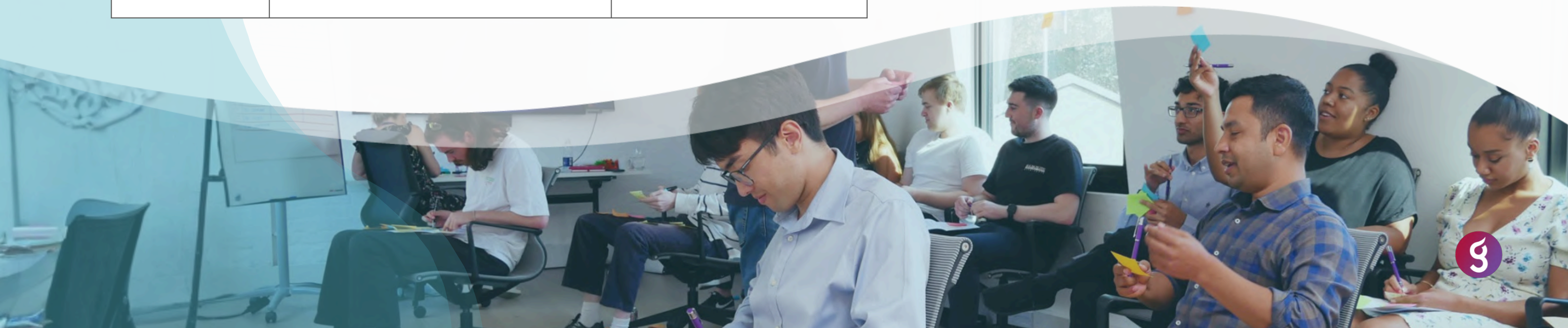
Year	Carbon Intensity per FTE (kgCO <sub>2</sub> e)	Change vs Baseline
2023	1,773.461	-
2024	1,300.263	-27%
2025	1,104.485	-38%

### Scope 3 - Target 25% reduction by 2030

- Improvements to our business travel policies and programmes
- Although 2030 targets have already been met, these levels will not be possible to maintain as the business grows without continued reduction and decarbonisation activity.

### Carbon Intensity per FTE

As the business grows, we understand that this will be a key comparator metric of like-for-like performance over the years.



# Environment

In FY26/27, we remain firmly committed to reducing our environmental impact and driving meaningful progress towards our science-based carbon reduction goals. This year, we are taking steps to accelerate our climate strategy and embed sustainability into aspects of our operations and supply chain.

## Our Key Commitments for FY26/27:

- Continue to work against our carbon reduction plan and maintain reduction trajectory
- Continue to improve the accuracy of our Scope 3 emissions reporting, enabling a clearer understanding of our indirect impact.
- Reducing the environmental footprint of our supply chain, working closely with suppliers to elevate sustainability standards.
- Improve visibility of sustainability aims and practices within the business
- Continue journey towards sub 1 tonne of CO2 per FTE

## How will we achieve this?

- Continue our strong track record of publishing verified carbon emissions
- Investigate and ideally implement green electricity tariffs across all office locations
- Continue our move away from spend-based calculation methodologies where appropriate, to ensure emissions attribution is as accurate as possible
- Create a dedicated ESG space on the website
- Investigate additional accreditations such as Climate Literacy.
- Manage a sustainability communication plan

**Through these actions, we go beyond meeting our environmental responsibilities to actively support a low-carbon future. We know that meaningful progress depends on transparency, collaboration and a commitment to continual improvement.**



# Social

## At Grayce, we are committed to fostering an environment where people can thrive.

In FY25/26, we continued our strong commitment to diversity, equity, and inclusion, with an increased focus on neurodiversity, career progression, mental health, and wellbeing. We also launched a new employee listening framework, empowering our people to share feedback and insights that have directly informed and shaped our future people strategy.

### Listening Framework

Enhanced our employee experience through the implementation of a structured listening framework, including cultural workshops and regular multi-channel feedback initiatives, enabling us to better understand and respond to the evolving needs of our people.

### Learning Management System & Skills Assessments

Invested in a new Learning Management System that enables us to deliver expert, role-based learning pathways and assess skill development throughout the consultant journey, creating a data-driven approach to growth and development.

### End-to-end review of learning pathways

We have significantly evolved our learning pathways, incorporating AI courses into our learning pathways, equipping our analysts with the skills and knowledge they need to deliver business transformation through AI tools and technology.

### AI & Data Literacy

Reinforced AI skills, data literacy and digital mindsets through 1:1 data coaching and our AI and Data Community Group.

\*From the Employee Engagement Survey 2025

# +25 NPS

Employees would rate Grayce as a great place to work\*

# 208 hours

Of Facilitated AI Training

# 58,375

Days of Client Service





# Social

**At Grayce, we are committed to fostering an environment where people can thrive.**

## Enhanced benefits

Introduced additional CashPlan benefits, ensuring employees have access to higher levels of cover for physical health, increased access to the Cycle to Work scheme options, promoting healthy lifestyle choices.

## Fostered Community

Continued to foster our inclusive and supportive culture through the facilitation of 18 community events, raising awareness of Neurodiversity, Gender Equality, Racial Equality and Mental Health.

## Charity Partnerships

Provided pro bono consultancy support and raised thousands of pounds in fundraising for our three charity partnerships, Bookmark, Kori and the Booth Centre.



## Our Initiatives to Support the Social Pillar:

### AI & Data Community

Creating opportunities for continuous learning through workshops, training, mentoring, and knowledge sharing so employees can strengthen their AI, analytics, and digital skills.

### Corporate Social Responsibility (CSR)

A dedicated team who work with our charity partners to raise funds and coordinate pro bono work.



# Social

## In FY26/27 we are committed to:

- Further developing our approach to EDI by adopting proactive measures
- Maintaining a positive work environment alongside key business changes, promoting healthy employees and balanced lifestyles
- Creating meaningful careers by empowering our people with the skills, opportunities, and support needed to grow, thrive, and achieve long-term career success.

## How will we achieve this?

- EDI targets and regular reporting, we plan to introduce EDI targets, which aim to ensure we are proactively ensuring diversity in the workplace and will report on these internally on a monthly basis.
- Continue to educate leadership and the wider workforce on supporting disabilities and neurodiversity in the workplace, and how reasonable adjustments can be implemented to support employees.
- Ensure data and KPIs become part of usual business practices to enable accurate recording and progress records.
- Assign additional first aiders and mental health first aiders, invest in training and upskilling them across both offices.
- Develop a 5-year talent development proposition, supporting career progression, increasing earning potential.
- Leverage our LMS to provide tailored learning pathways for unsuccessful candidates, helping transform setbacks into opportunities for growth, strengthen candidate engagement, and build future-ready talent pipelines.



**1800+**

**Careers  
launched**

**48%**

**Of our community  
identify as female**

**74%**

**Alumni in senior  
leadership roles  
within five years**

**11%**

**Of Grayce  
employees identify  
as LGB+**

**29%**

**Are from  
ethnic minority  
backgrounds**

**46%**

**Of Grayce  
employees are first-  
generation graduates**



# Social Scorecard

Grayce saw continued growth and improved employee outcomes. New starters increased year-on-year, alongside a significant rise in promotions and internal transitions, reflecting strong career progression pathways. Employee confidence in the development programme improved, matched by a marked uplift in satisfaction with culture and willingness to recommend Grayce as a place to work. Absence levels remained low, with enhanced tracking introduced to better support wellbeing, while health and safety compliance was consistently maintained.

KPI	2024	2025	YoY
Number of New Starters	110	133	+23
Promotions	162	159	-1.85%
Transitions	73	85	+8
Grayce's development programme gives me the skills & tools to succeed in my role	83%	85%	+2%



# Social

We foster a culture of growth through continuous development. Over the last year, we're proud to share that employees have:

**1,884**  
Hours of facilitated training

**12,704**  
Hours of online learning

**558**  
Industry-recognised qualifications

**159**  
Employees promoted

**85**  
Transitioned Consultants into permanent client roles

**58,375**  
Days of client service



## Grayce Transformation Case Study

### Driving Digital Change Transformation at a Global Healthcare company

A Grayce Consultant was deployed to join a blended team to redesign and implement a digital onboarding programme. From design to execution, the team launched a new customer experience platform and developed various training modules.

**92%** Satisfaction - Redesigned digital onboarding

**90%+** Knowledge Uplift - Across 10+ interactive trainings

“Highly reliable, consistently delivering high-quality outputs on time. Strong organisation, responsiveness, and effectiveness in engaging global stakeholders.”



# Social

## Our Culture Ratings

### NPS Scoring

Net Promoter Score (NPS) measures how likely employees are to recommend their organisation as a place to work. It provides a clear indicator of engagement and advocacy, capturing how people genuinely experience the organisation. This insight helps leaders understand what enables employees to thrive, where challenges exist, and how culture, learning and leadership are truly being experienced across the business.

### Culture

Compared to last year, the culture rating has improved from 'needs improvement' to 'good'. We remain focused on continuing to strengthen our culture and enhance the employee experience, with progress measured through a further uplift in this score over time.

### How would you rate the culture at Grayce?

(Average between HQ & Consultants)

Our NPS score increased by

**+121%**

2024 compared to 2025

### Employee Recommendation

This year's Net Promoter Score for this category shows a significant improvement in employees recommending Grayce as a place to work. As with the culture rating, we remain focused on continuing to build on this progress and making further enhancements this year.

### How likely are you to recommend Grayce as a place to work?

(Average between HQ & Consultants)

Our NPS score increased by

**+167%**

2024 compared to 2025



# Governance

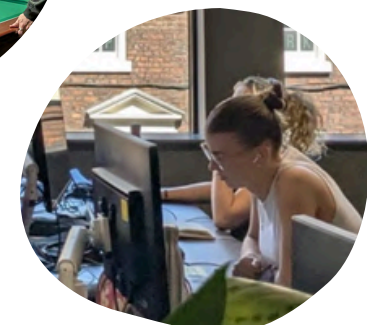
Our governance framework ensures we operate with integrity, transparency, and accountability. FY25/26 was focused on embedding some of our more recently attained compliance standards into BAU and ensuring that our cutting-edge AI offerings and use cases are implemented compliantly and with care.

## Our Key Achievements in FY25/26:

- Ecovadis Bronze Award - our sustainability performance earned us a Bronze rating from Ecovadis, placing us among the top companies evaluated for environmental practices with a score increase to 66.
- Scorecards - Introduced ESG scorecards to effectively track and publish progress against key metrics.
- Legal Compliance - Updated key policies and practices in readiness for Employment Rights Act changes.
- Responsible AI - Created a robust set of AI policies, guidance and training to support our employees and clients in utilising AI effectively and with proper guardrails.
- Industry Recognised EMS - Successful first ISO14001 audit, with no major non-compliances, displaying that our Environmental Management System(EMS) has been fully integrated into BAU.
- Compliance Training - Maintained 100% completion of iHASCO compliance training, ensuring that all employees are up-to-date with mandatory health, safety, and compliance standards, reinforcing our culture of accountability and responsibility.

**17,012**  
Hours of Compliance  
Training

**100%**  
Planned Audits &  
Policies Reviewed



**ecovadis**



Certificate No:481712025



# Governance

As we now have well-established governance processes and standards, future focus shifts to maintaining and building on these practices and continuing to foster awareness and ownership across the wider business.

## In FY26/27, we are committed to:

- Enhancing governance effectiveness through structured internal audits, management reviews and tracked remediation actions.
- Embedding ESG oversight into senior leadership decision-making through regular reviews and accountability.
- Advancing AI governance from policy to practice, ensuring emerging technologies are deployed responsibly and securely.
- Establishing consistent governance KPIs to enable clear year-on-year comparison and accountability.
- Strengthening third-party and supplier governance to support long-term risk management.

## How will we achieve this?

- Introduce an annual programme of internal audits and management reviews aligned to ISO standards.
- Define and track core governance KPIs, including audit completion, training coverage and policy review cycles.
- Implement AI risk review and training processes to support safe, ethical innovation.
- Formalise ESG reporting and review at the senior leadership level.
- Embed governance expectations into supplier onboarding and review processes.



# Grayce ESG Team & 2025 Events



**Dan Bernard**  
Commercial Director



**Gemma Collins**  
Talent Development Director



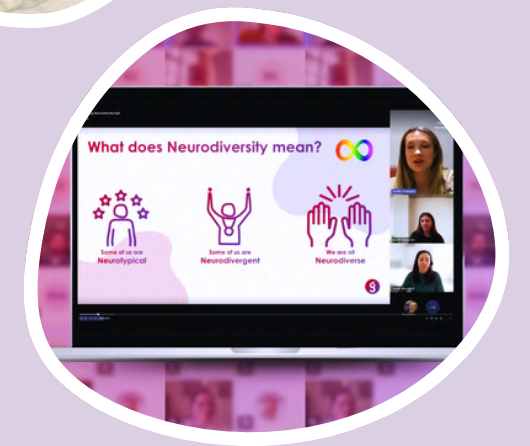
**Heidi Knowles**  
HR Director



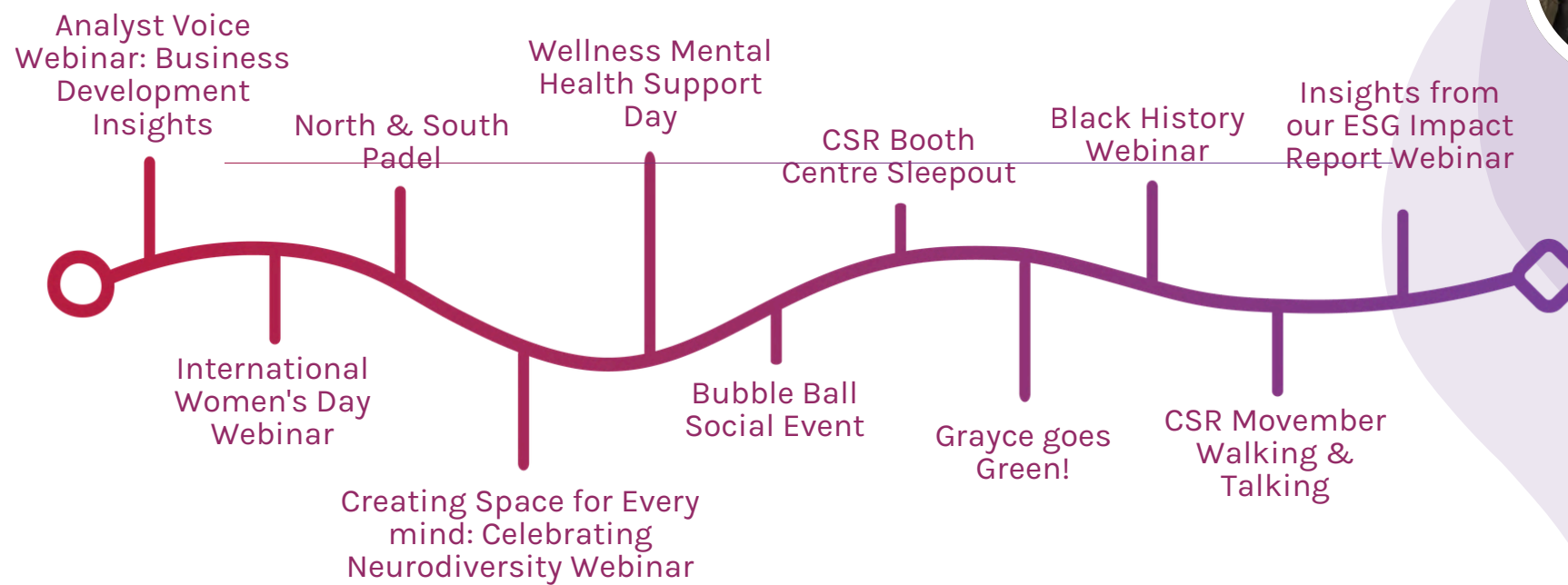
**James Freeman**  
Chief Financial Officer



**Paige Kaith**  
Commercial Manager



## 2025 ESG Events



# About Grayce

## Culture & Values

With over a decade of expertise in selecting and developing digitally native, naturally curious talent, Grayce provides the world's most ambitious organisations with a low-risk, scalable solution to deliver lasting change. Our Accelerated Development Programme has enabled thousands of talented individuals to launch successful careers.

Our revolutionary approach supports UK organisations across industries, enabling clients to build change management, technology, and data capabilities. We achieve this by hiring, training, and deploying early career professionals ready to succeed.

**70%** of Grayce's Consultants end up staying with the organisation they have been placed in.

**74%** of Grayce alumni are in senior leadership positions within 5 years.

We truly believe in our people's capability to do great things for our clients. Our mission is to help the world's most ambitious organisations to change and transform, and by doing so, empower the next generation of leaders.

At Grayce, people come first. We support one another and celebrate diversity of thought. Our continuous development culture, purpose, and values transform graduates and early professionals into changemakers.

**To find out how Grayce can support your business, get in touch:**  
[contact@grayce.co.uk](mailto:contact@grayce.co.uk)

