



RACE TO ZERO
REPORT
2023

OUR PURPOSE FRAMEWORK

At Calisen, we are fully committed to making a positive impact on the world around us. Our journey towards sustainability is driven by our determination to create a greener and more equitable future.

In this report, we will take you on a journey, looking at our past and future efforts to reduce our emissions and minimise our impact on climate and nature. We will also explore what we can do within our communities and how our products and services have helped people live sustainable lives. As well as working with our supply chains to create lasting change for the benefit of future generations. Join us as we work towards a better future for our environment and the communities we serve.

Our purpose guides our values



We are one team



We put safety and wellbeing first



We do the right thing



We care



We build for the future

Read more: please see pages 26-27

Our four key ambitions

Helping the UK meet its climate targets

Net zero for our operations by 2030

Embracing differences and achieving success together

Supporting social development

Read more: please see pages 16-38

Creating value for our stakeholders

Employees

Customers

Shareholders

Suppliers and contractors

Regulators and Government

Community and the environment

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Introduction

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CALISEN AT A GLANCE

Who we are

Calisen is a leading owner and manager of essential energy infrastructure assets as well as a provider of smart meter, electric vehicle charging and heat pump installation, meter reading, maintenance and ancillary services, whose purpose is to accelerate the development of a cleaner, more efficient and sustainable energy segment.

Our mission is to lead the way in smarter, more sustainable energy. We are committed to innovating, exploring and pushing the boundaries of what's possible to deliver the infrastructure and technology that powers our world more sustainably and makes it more accessible to all.

Our business

1,443

Permanent employees

3.7m

Meter reads

12m

Smart meters

2k

Electric vehicle ("EV") chargers installed

Our values



We are one team. When we all work together, amazing things can happen. We are committed to open dialogue and collaboration. We break down barriers to teamwork and avoid silos.



We put safety and wellbeing first. We take seriously our duty to create a safe working environment. We actively seek opportunities to improve safety and wellbeing. We challenge poor behaviour and recognise examples of excellence.



We do the right thing. We always act in an honest, fair, and transparent manner. We conduct ourselves professionally and with respect for our job and responsibilities. We are not afraid to say "no" if we feel that something is wrong.



We care. We are inclusive – we respect each other and believe everyone matters. We set high standards for our work and lead by example. We make a positive difference to our colleagues, customers and communities.



We build for the future. We look to the future as we help to achieve the net zero challenge. We deliver to the highest standards today and welcome positive change in the future. We are open to feedback in order to keep improving our services and products.

Our family of brands



Our commitments



Leadership Q&A IN CONVERSATION WITH SEAN, HELEN, SAN



Q&A

Helen Woodstock Risk & Sustainability Director	San Johal Chief People Officer	Sean Latus Chief Executive Officer
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“Our commitment to driving social and environmental change in our operations and supporting the broader community is reflected in our key priorities for the coming year.”

Q.What are the biggest sustainability challenges currently facing your industry, and how is our company addressing them?

SL. Presently, the energy industry faces significant sustainability challenges, with a particular emphasis on enhancing energy efficiency and sustainability within the United Kingdom. We have implemented a series of measures to address these pressing concerns. One such measure involves the recruitment of professionally qualified engineers to deliver an improved volume and quality of services to our customers. Furthermore, we have invested in the installation of Electric Vehicle (EV) chargers, a move that supports the transition to Electric Vehicles. Finally, we are installing heat pumps, another significant step towards sustainable energy usage. By implementing these measures, Calisen is effectively addressing sustainability challenges head-on, leading the way towards a more sustainable future for all.

Q. How would you review your ESG progress over the past year?

HW. We have made significant progress in our environmental, social, and governance (ESG) goals over the past year. We have set a clear sustainability agenda, raised business-wide awareness, and advanced our Diversity, Equity and Inclusion (DEI) agenda with a new people strategy and inclusive program, “Everyone’s Welcome.”

We have also managed to reduce our vehicle fleet’s environmental impact by increasing the number of EV’s in our fleet. Despite the challenges with electric fleet management and charging infrastructure, we remain committed to our sustainability goals and reducing our environmental footprint.

Q. Have there been any standout moments you are most proud of?

HW. Our support for Manchester Youth Zone has made a significant impact on the community. This includes providing 10,000 free hot meals, funding for families to go on a three-day adventure holiday, and support for mental health provision at Wigan Youth Zone.

We have also launched a match funding programme for employees and supported several charities close to their employees’ hearts. All of these efforts have been a significant achievement for Calisen and have made a positive difference in the communities we serve.

Leadership Q&A continued

Q. How does sustainability align with the company's core values and long-term vision?

SL. The Calisen Impact sustainability programme has been strategically developed to align with our core values and long-term vision. As a pioneer in the energy industry, the core vision of "Smarter energy for all" provides a clear and unambiguous starting point to develop its sustainability programme. We are committed to supporting the sustainability agenda in the UK by improving energy utilisation and raising awareness of energy consumption, both of which are central to our sustainability activities.

Q. Calisen's new brand strategy marks a clear signal that we are building for the future. Can you tell us what that future might look like?

SL. The strategy aims to put the business at the forefront of the energy efficiency and sustainability agenda in the UK and potentially overseas as well. As a result, we envision a market and a world where the reliance on fossil fuels is replaced by cleaner and more efficient supply, which will improve both the environmental impact of energy and its efficiency and cost. Our smart meter programme will be central to enabling consumers to make the best use of the opportunities available to self-generate energy and reduce reliance on external supply sources as new technologies develop.

Q. What are the top priorities for the company's sustainability strategy in the coming year?

HW. Our key priority is to reduce our emissions, mainly from our vehicle fleet, with a goal of 20% zero-emissions fleet by the end of 2024. We are also establishing the Calisen Impact Charitable Trust which will work to engage with existing and potential charity partners to support their work. We aim to strengthen ties with sustainability partners such as Keep Britain Tidy (KBT) and

Eco-Schools to aid communities in sustainable living.

We also plan to collaborate with local colleges and youth zones to help NEET (not in education, employment, or training) young people aged between 16-25 gain work experience. These steps underscore our commitment to social and environmental sustainability.

Finally we would like to welcome San Johal who joined Calisen as Chief People Officer in August 2023.

Q. What motivated you to join Calisen, and how does the company's purpose influence the people strategy and how does this align with Calisen's sustainability goals?

SJ. I joined Calisen in August 2023, after working in various industries, including Renewables. My passion for energy transition was a key reason for joining Calisen, a company committed to enabling smarter energy transitions for all.

Our people strategy is rooted in this purpose. We seek individuals who share our passion, want to contribute to the future, and aim to positively impact each other, our customers, and communities.

Our strategy aims to put our people and culture at the core of our business strategy for the next 3 years. We strive to create an environment where our team can thrive, be well-led, contribute productively, and be recognised for their efforts.

Post-pandemic, we are well positioned to prioritise our Impact ambitions, making them central to our business operations and the experiences of our colleagues, customers, and communities.

Building on the solid foundation we established in 2023, I am excited about what we can achieve in the coming years.

A word from Phillip McLelland, Chief Risk Officer

Our sustainability program has developed alongside the Calisen business and is a key element of the drive for smarter energy for all.

In the past year, we have set clear agendas, raised awareness across the business, and ensured that all stakeholders understand the sustainability program objectives and their alignment with the overall strategy.

Notably, we have made significant progress in building our zero vehicle fleet, development of our new equity and diversity programme called "Everyone's Welcome" and providing clear and comprehensive sustainability information to our shareholders and wider stakeholder communities.

During 2024 I will be taking a step back and passing on responsibility for our ESG agenda to Helen Woodcock, our Risk and Sustainability Director.

I am extremely proud of what has been achieved so far and looking ahead, we have already set our top priorities for the coming year, which include raising awareness about our overall energy consumption, achieving a 20% zero-emissions fleet, and enhancing our relationships with sustainability partners to support local communities' transition to a more sustainable way of living.

We will also establish the Calisen Impact Charitable Trust, which will continue and



enhance the support we provide to charities offering sustainability and social support and development in the communities Calisen operates. With these priorities in place, we remain fully committed to driving social and environmental sustainability in our operations and supporting the broader community.

"Success is not just about achieving our goals, but also about doing so in a sustainable and responsible way that benefits both our business and the world around us."

OUR SUSTAINABILITY JOURNEY

It was in 2020 that Calisen formalised its sustainability strategy and committed to make a meaningful impact.

However, our green journey actually dates back to 2002 when we were known as MeterFit. These were the early days of the smart meter, backed by a government mandate to roll out this innovation to the UK's gas and electricity customers. The objective: to raise householders' awareness of their energy consumption and, with visible evidence of how to save on their bills, contribute to the UK's decarbonisation goals.

Through deliberate acquisitions, we have gone on to grow in strength, scale and reach as we pursue our mission to deliver smarter energy for all. We are dedicated to our aim of creating a cleaner and greener future by providing and installing cutting-edge, smart energy solutions.



1.7

Average in-person meter readings avoided annually per household by fitting smart meters

3.5%

Average energy saving per smart electricity meter

2.6%

Average energy saving per smart gas meter

2 tCO₂e

Average emissions reduction by driving an Electric Vehicle

2 tCO₂e

Average emissions reduction by having a Heat Pump installed

OUR TIMELINE OF PROGRESS

Our business journey



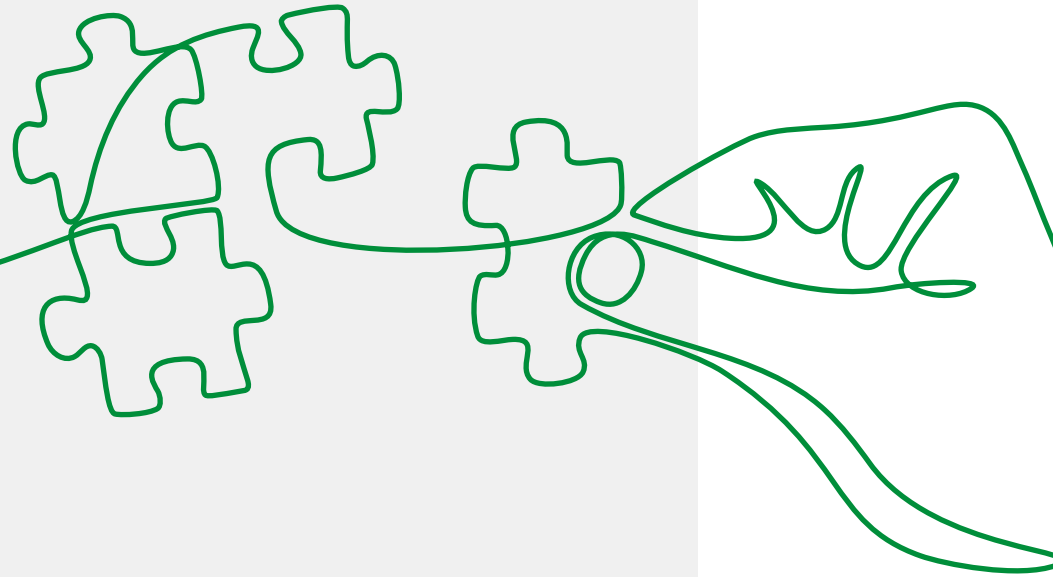
<ul style="list-style-type: none"> • Founded (Meterfit Companies) 	<ul style="list-style-type: none"> • Phase 1 SMETS 1 trials starts 	<ul style="list-style-type: none"> • Calvin Capital created 	<ul style="list-style-type: none"> • First SMETS 1 Meter installed 	<ul style="list-style-type: none"> • First SMETS 2 Meter installed 	<ul style="list-style-type: none"> • Calvin Capital acquires Lowri Beck which gave us a national field force 	<ul style="list-style-type: none"> • Calisen created • Over 5 million smart meters now installed 	 <ul style="list-style-type: none"> • Plug Me In EV chargers launched 	<ul style="list-style-type: none"> • Acquisition of Utility Warehouse Home Services – broadening our smart meter offering 	<ul style="list-style-type: none"> • Acquisition of heat pump businesses Ecofit Renewables and Source Eco • Acquisition of Advizzo adds data services and behavioural science to smart meters, including water meters • Acquisition of MapleCo – scaling up our services to more energy retailers in the UK.
2002	2008	2010	2012	2017	2019	2020	2021	2022	2023

Our sustainability journey



<ul style="list-style-type: none"> • Formalised its sustainability journey with a pledge to make a difference 	<ul style="list-style-type: none"> • First internal emissions data collection exercise. Our vehicle fleet was identified as our major source of emissions • Set out our ambitions and high-level targets to have net zero operations by 2030 • First EVs added to the fleet • All offices now have renewable electricity 	<ul style="list-style-type: none"> • 8 more EVs and first pilot of electric bikes in the grey fleet • Obtained a bronze sustainability award from EcoVadis 	<ul style="list-style-type: none"> • 10% fleet is now electric • Another 10 electric bikes added to the fleet • Obtained B- climate score from CDP • New people strategy launched • Trained over 20 staff members to become Mental Health First Aiders • Supported the development of health and mental wellbeing support at Manchester & Wigan Youth Zones • Obtained an independent assurance for Green Financing • Attend COP 28 where Sean Latus CEO and Sarah Blackburn CCO and Bert Pijls Chairman represented Calisen, and brought back key learnings that can be integrated in to our strategy
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OUR PIONEERING APPROACH



Our Approach

The global challenge

The countdown to zero has begun, if the UK are to meet the climate change targets change needs to happen and happen fast. Calisen wants to ensure everyone has access to smart energy and we want to make sure that the transition is as easy as possible.

Delivering greater impact

Calisen is passionate and committed to delivering smarter energy for all and creating lasting change for our communities and the environment for generations to come. With Calisen, net zero has never been so easy for businesses – zero upfront cost, zero hassle and zero worries. We will never stop making the smarter future easier, because zero has never meant so much.

SDG
linkage:



16
Peace, justice and
strong institutions

OUR FOUR KEY AMBITIONS



We have an established plan, and we are confident that our impact will help the UK to meet its net zero targets by 2050. However, this is a collaborative endeavour. We are working with the support of our customers, suppliers and the communities we operate in to achieve our objectives.



1 Help the UK meet its climate targets

By supporting the roll-out of smart meters, electric vehicle charging points, heat pumps and other infrastructure across the UK.

Relevant SDGs



Read more on pages 16-19



2 Net zero by 2030 for our operations

We will achieve net zero carbon emissions for our operations¹ by 2030 to ensure our business plays its full part in the changing energy system.

1. This includes all of Scope 1 and 2 and Scope 3 category 6 – business commuting.

Relevant SDGs



Read more on pages 20-24



3 Everyone's welcome

We will achieve success together, embracing our differences and enabling everyone to thrive in our inclusive culture.

Relevant SDGs



Read more on pages 25-32



4 Support social development

We will support the economic and social development of our communities and promote sustainable living through training, education, information, resources and charitable support.

Relevant SDGs








Read more on pages 33-38

SDG ALIGNMENT







The United Nations Sustainable Development Goals (“SDGs”) are not only critical to the planet’s future: they are targets to be achieved by 2030.


At Calisen, we have aligned our ambitions to 8 of the 17 SDGs, with varying degrees of impact ranging from wholesale change in the way people consume energy, to smaller but significant societal improvements. Refer to the table below for an understanding of how our ambitions directly contribute to these goals, our performance and expectations for the future.


Ambition	SDGs	Background	2023 Summary	Priorities for next year
Help the UK reach its climate targets	  	By installing smart meters, heat pumps and EV chargers, we are contributing to the UK’s efforts towards providing affordable, clean, sustainable and modern energy for all. These actions combat climate change, reduce emissions, and make it easier for everyone to contribute towards a better future.	<p>We have increased our revenue-generating meter portfolio by 43% taking it to 15.2 million meters.</p> <p>We have also installed 2,000 EV chargers and over 30 heat pumps.</p>	Our focus areas will be to continue supporting the smart meter roll-out, increasing our installations of EV chargers and heat pumps, and looking to how we can support the water metering sector.
Net zero by 2030 for our operations	 	<p>We have set ourselves stretching targets to help the UK to address climate change. Specifically, the Company’s goal is to achieve net zero emissions in our operations by 2030.</p> <p>Our vehicle fleet is our largest source of CO₂ emissions, and we are targeting an all-electric fleet by 2030. Furthermore, we are collaborating with our supply chains to support and encourage their efforts to reduce their environmental impact.</p>	<p>We reduced our estate of offices from 10 down to 8 locations. We added an additional 40 Electric Vans to the fleet taking the total up to 52 which equates to 10% of the fleet, as well as adding an additional 10 E Bikes to the fleet taking those to a total of 14.</p>	<p>Our focus areas will be to continue electrifying the fleet with the aim for 20% of our Van fleet (as of 1st January 2024) to be electric.</p> <p>We will also look to consolidate 3 office locations and move into a newly refurbished sustainable office location during 2024.</p>
Everyone’s welcome	  	<p>We place the utmost importance on the mental health and wellbeing of our employees. We provide essential resources to help them live healthy and fulfilling lives. We provide a safe and productive work environment, and we welcome everyone as part of our team. We take pride in reporting the diversity profile of our employees and strive to foster inclusivity in all our endeavours, such as training, education and striving for gender equality.</p> <p>Our vision is to achieve success together, by embracing our differences and enabling everyone to thrive in our inclusive culture.</p>	<p>From a DEI lens, we raised awareness by recognising over 50 diversity and inclusion campaigns and awareness days. In addition, we became a Disability Confident Employer ensuring that all our operations are fully accessible. We implemented a process to gather more information on demographic factors and undertook a review of pay in relation to the real living wage.</p> <p>From a Health and Safety perspective, we had zero reportable RIDDOR incidents for the third consecutive year. In addition we had a 12% reduction on our overall accident frequency rate and had zero major non-conformance reports (NCRs) raised in our internal safety audits.</p> <p>Looking at Learning and Development, we rolled out our learning management system to 100% of the workforce, trained over 180 engineers and had two employees complete business apprenticeships.</p> <p>From an IT and information security perspective, we achieved greater than 98% IT system uptime and managed to identify and avoid 969 cyber threats.</p>	<p>We will become a real living wage employer.</p> <p>We will be looking to create employee network groups for different demographics of the business.</p> <p>We will be launching an apprenticeship scheme for non-technical roles.</p> <p>We will roll out DEI competence that will be embedded at manager level and above.</p> <p>In addition, we will invest more into our Training Academy to ensure we are delivering the best learning opportunities we can, as well as develop the training offered through our learning management system, ensuring that it aligns with our business objectives and values.</p> <p>Finally, we aim to build on the robust cyber security defences we enhanced in 2023, and further strengthen our security posture with additional controls.</p>


 <p>Ensure healthy lives and promote well-being for all at all ages</p>	 <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	 <p>Achieve gender equality and empower all women and girls</p>	 <p>Ensure access to affordable, reliable, sustainable and modern energy for all</p>	 <p>Take urgent action to combat climate change and its impacts</p>
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SDG alignment continued

Ambition	SDGs	Background	2023 Summary	Priorities for next year
Support social development	    	<p>Developing the next generation of employees is a collective responsibility, and shared among our communities. A key component of this process is to provide support to alleviate poverty levels, with a specific focus on food, mental wellbeing and education. This support is vital in enabling young individuals and their families to thrive and to achieve their full potential. Without it, their prospects of success in education and employment are diminished, in turn impacting the future of our communities.</p> <p>It is also crucial to foster our community's understanding of sustainable living practices and to encourage their adoption. A well-informed community is the cornerstone of a sustainable future.</p>	<p>We provided funding to support two youth zones in the Greater Manchester area, with an emphasis on providing mental health support and hot meals for young people.</p> <p>Moreover, 20 schools which we supported were awarded an Eco-Schools Green Flag Award after participating in a comprehensive educational programme on sustainable living.</p>	<p>We have set a goal to broaden our support by partnering with Keep Britain Tidy and Eco-Schools.</p> <p>We will also collaborate with Manchester and Wigan Youth Zones, as well as colleges, to design an employability programme that focuses on supporting young people who are not in education, employment or training ("NEET").</p> <p>In addition, we plan to extend our reach in communities through the Calisen Impact Charitable Trust and strive to ensure a brighter future for all.</p>
Governance		<p>Effective governance is an essential component of organisational excellence, but it is a multi-faceted challenge that requires careful attention. At Calisen, we place great emphasis on transparency and accountability, whether in our internal operations or in our relationships with customers and suppliers. This is supported by a confidential independent whistleblowing hotline for anyone to report concerns.</p>	<p>We introduced online training modules on several compliance topics, including our zero tolerance of bribery and corruption, for all employees. This supplements our existing policies and ensures that all employees understand their obligations and are equipped to make ethical decisions.</p> <p>We also conducted routine site visits to our supply chain partners' facilities in order to satisfy ourselves that suppliers bring the same standards of safety, quality and fair employment that we apply to ourselves.</p> <p>In addition, we introduced a procurement policy and vendor onboarding process for all vendors that looks at their policies and processes.</p>	<p>We will start rolling out the vendor questionnaire to all current vendors, so we have a clear picture of everyone's processes and any gaps. This will enable us to risk assess our suppliers and create a preferred supplier list.</p>

 End hunger, achieve food security and improved nutrition and promote sustainable agriculture

 Make cities and human settlements inclusive, safe, resilient and sustainable

 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



GOVERNANCE AT CALISEN

Having a robust corporate governance structure ensures that we can deliver against our strategic priorities and creates long-term value for all of our stakeholders.

Performance and looking ahead

The Board of Directors is proactive in driving collaboration and promoting the integration of our ESG targets and aspirations. In 2023, we allocated significant financial and human resources by increasing head count within the Risk and Sustainability Team as well as giving them an independent budget to achieve our sustainability goals, which were seamlessly incorporated into our budgetary and planning procedures.

This enabled us to engage with our expert ESG consultants to develop our sustainability strategy further, fully integrate sustainability within our risk management approach, and create comprehensive action plans for further initiatives against which the Board can measure tangible progress.

Throughout 2023, the Sustainability Steering Committee (SSC) met at least quarterly and worked closely with the sustainability team to develop action plans aimed at implementing the sustainability strategy. The committee also provided the Board with quarterly updates on progress and delivery.

As we look ahead to 2024, Calisen will actively engage with the communication teams to ensure that our key stakeholders are kept up to date with our progress and that we share valuable knowledge that can help them understand their impact more significantly.



Governance structure in relation to sustainability, including climate and nature Roles and Responsibilities

The Board

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



The Audit and Risk Committee

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

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

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



The Sustainability Steering Committee

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

Governance at Calisen continued

Health & safety

We regard a healthy and safe workplace as an essential element of our strategy. Recognising this importance Health and Safety (H&S) is one of our core values and is crucial to improving employee well-being and for building a positive safety culture, where everyone is aware of H&S risks and feels equally responsible for their own safety and that of others. Effective H&S has a positive impact on productivity and employee morale while reducing the potential for work-related injuries or illnesses. Therefore, H&S is a key factor in our success.

We have developed a management system that emphasises prevention and awareness as the first line of defence against H&S risks. Our Safety, Health, Environment, Quality (“SHEQ”) Policy demands the appropriate risk assessment of all H&S hazards, reporting of H&S issues to management, and monthly collection and reporting of near-miss data. Additionally, in accordance with ISO 45001, risk assessments are conducted at all sites annually to identify negative hazards and implement corrective actions to mitigate any occupational health and safety impacts.

To ensure all employees are aligned with our H&S requirements, all employees, contractors, external workers, and visitors must participate in H&S training aligned with their role and receive an H&S induction when starting their employment. This is repeated on a bi-annual basis via our online learning platform.



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RIDDOR
reported in 2023

Information security

Calisen is committed to preserving the safety of data and protecting the privacy rights of its customers and other stakeholders. To achieve this, we maintain appropriate processes and systems, which not only cover IT security but also security of premises and individuals.

We are also dedicated to continuous improvement in data security and privacy, and aim to provide exceptional secure products and services that meet or exceed regulatory requirements, while also preventing the ever-increasing number of cybersecurity threats.

We have an Information Security Management System (ISMS) Policy that outlines the importance of managing the ISMS in compliance with ISO27001:2013, moving towards Iso27001:22 during 2024. Additionally, we have an established a Data Protection Policy that describes our standards for processing personal data. This policy is shaped by the General Data Protection Regulation (GDPR) and other privacy-related regulations, and outlines the importance, scope and management principles of this topic.

Our Information Security Management System is externally accredited to ISO27001:2013. Impacts in the event of a security or data privacy-related incident, we have established processes for employees to communicate issues or concerns via intranet forms and dedicated email inboxes.

We address these issues, and provide bi-annual compulsory training to all employees to refresh and enhance knowledge. We also communicate regularly via intranet updates, email campaigns to all employees, and share regular reports with shareholders to maintain confidence in the management of this important topic.

Policies

Our comprehensive policies and code of conduct form a solid base for consistency throughout all our activities and operations.

As a standard part of our onboarding process, key policies are systematically distributed to all new employees. We actively check that employees understand these policies, whether through online training or integrated into their onboarding training. Our policy management system ensures that all policies are readily accessible via our online policy management system for our entire workforce at all times, fostering a culture of transparency and compliance.

All policies are regularly reviewed and updated by senior leaders and the executive committee to ensure compliance with the highest business standards and relevant regulations.

In instances of significant policy updates, employees are requested to revisit them and attest to the changes accordingly.

In 2023, we focused on ensuring that access from our field teams to essential policies is simple and seamless, by ensuring that the policies were mobile friendly can be accessed via a mobile device, as we realised our previous format was not easily accessible.

In 2024, we are actively consolidating our policies to make reviewing them even easier and more efficient for our teams to read and acknowledge.



Governance at Calisen continued

We encourage transparency and urge employees to report any suspected or actual illegality, corruption, discrimination, harassment, or environmental concerns. We take our commitment to sustainability seriously, and we strive to treat everyone with dignity, respect, and fairness.

Whistleblowing

Our Whistleblowing Policy is comprehensive and applies to every employee. It sets out the scope of what whistleblowing is for, describes the procedure for raising concerns, and assures complete confidentiality. In alignment with our commitment to ethical conduct, we ensure that the policy is subject to regular reviews by the internal Whistleblowing Steering Committee to ensure continual compliance.

We actively instil a culture of responsibility and transparency amongst our employees, encouraging them to report any suspected and or actual illegality or unacceptable behaviour. Concerns may relate to issues such as fraud, bribery, corruption, discrimination, bullying, harassment, unsafe conditions or breaches of H&S compliance, or environmental concerns.

The 'SeeHearSpeakUp' external reporting hotline, available 24/7, serves as an independent confidential conduit for employees to report anything they feel isn't right, and fosters an environment of trust with no fear of retaliation.

We communicate whistleblowing and the external hotline through our Code of Conduct, whistleblowing policy documentation, office locations on notice boards, and the corporate intranet.

During 2023, there were no reports made to the whistleblowing hotline.

Anti bribery & money laundering

We have zero tolerance of bribery and corruption of any kind, and our Anti-Bribery & Anti-Money Laundering Policy articulates our expectation that every employee complies with our standards and indeed the law.

As well as defining bribery and money laundering, the policy helps employees to see warning signs of potential corruption and to navigate specific risk areas including gifts and hospitality. It also highlights the requirements for maintaining full and accurate records.

We encourage any concerns to be reported to line managers or, if preferred, via the confidential 'SeeHearSpeakUp' hotline. The policy not only covers employees but extends to activities conducted by third parties representing the organisation, such as contractors and entities who do business with us.

Due to its critical importance, it is mandatory for every employee to undergo online training on anti-bribery and anti-money laundering every two years. In 2023, there were no reported incidents relating to corruption of any kind.

Responsible procurement

As one of the leaders in our industry, we take our commitment towards climate protection and energy efficiency very seriously. This commitment is documented in internal policies, including our Sustainability Policy; Procurement Policy; Safety, Health, and Environmental Quality (SHEQ) Policy; as well as in external policies such as our Supplier Code of Conduct.

Along the supply chain we expect our key partners to share our commitment to excellence and sustainability, and work with us collaboratively to achieve mutual goals.

During 2023, we have started to impose stringent and robust internal standards to ensure compliance by introducing a procurement policy and vendor onboarding process for all vendors. This process looks all the vendors policies and processes including human rights, modern slavery, sourcing of material, environmental, health and safety.

We strongly believe that promoting our values, through our onboarding process and making them aware of our requirements, leads to significant development in economic, technological, environmental, social, and governance areas for our supply chain and the communities we serve.

During 2024 we will look to start rolling out the same questionnaire to all current vendors, so we have a clear picture of everyone's processes, and where required, we can work with them to reduce any gaps or corrective actions that they may have.

Fair labour practices

We are committed to treating everyone with dignity, respect, and fairness. Reinforcing these values we have a Code of Conduct, Modern Slavery Statement, Diversity and Inclusion Policy, and Supplier Code of Conduct.

These policies outline our commitment to implementing human and labour rights standards throughout our organisation. We prohibit the use of forced, slave, compulsory, or child labour, and we ensure that our employees have the freedom to associate and are not subject to discrimination. Additionally, we guarantee fair compensation and equal opportunities for all employees by planning to sign up to be a Real Living Wage Employer in 2024.

A company is no more than the skills, commitment and fulfilment of its people, and we strive to create a safe and enjoyable environment where ours can excel. This commitment is reflected in our diverse, equitable, and inclusive workforce, which embodies the values that we stand for.



Governance at Calisen continued

Enterprise risk management

We have adopted an extended enterprise model to gain a comprehensive understanding of our internal and external risk context. By considering core activities, inputs and outputs of the value chain (and influences on it), we have developed a holistic view of our operating environment and the key risk areas we face.

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

On a regular basis, the Executive Committee meets and reviews all top-rated risks and all mitigating actions in line with our detailed risk appetite statements. Further oversight is also undertaken by the review of the Audit and Risk Committee and Board on an annual basis.

For more information on Risk management see the 2023 annual report on accounts.

Reporting & performance

We are continually evolving our disclosures to align with best practices and enhancing our datasets by evaluating our performance and improving accuracy through external systems and assurance. Our ESG performance has been analysed and benchmarked by external rating agencies including CDP. Similarly, we are restarting the process to align with global reporting frameworks including International Sustainability Standards Board (ISSB).

We are aware of the need for a double materiality approach to identify material topics and will be looking into that during 2024.

ESG Objectives linking to remuneration

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

Reporting standards & frameworks

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

They include:



The UN Sustainable Development Goals (SDGs), which enable us to view our performance and strategies through a global lens. These globally recognised goals drive the move towards a fair and sustainable future for all. For more, see page 09-10 for more on our alignment and ambitions with the SDGs.



TCFD The Task Force on Climate-Related Financial Disclosures (TCFD) has enabled our organisation to focus on recognising and mitigating risks related to climate change. Our disclosure framework encompasses an assessment of both physical and transition risks. For more, See pages 41-46.



TNFD The Task Force on Nature-Related Financial Disclosures (TNFD) has enabled our organisation to look at nature related risks that may affect our operations as well as our supply chains and look at any mitigating actions that may be required. For more, see pages 41-46.



Our ESG reporting

We look at our ESG performance holistically and we encompass a range of factors, including our environmental impact, the impact on our employees, and our influence on the wider community.

One of the primary indicators of performance we use to monitor our progress, is the reduction of carbon emissions. We use the internationally recognised GHG protocol to measure both direct and indirect emissions resulting from our operational activities, ensuring accuracy and consistency in our calculations. Our reporting encompasses all emissions from our business activities across all of our sites and operations.

In 2023, we utilised specialist software to help automate our calculations and ensure the accuracy and completeness of our carbon reporting for Scope 1, 2 and 3 emissions. This involved analysing the processes we use to collect, collate and review GHG data, providing feedback on accuracy and completeness, and making recommendations for continuous improvement.

In 2024, we will aim to focus on two areas. Firstly, we plan to work with our expert ESG consultants, to evaluate the impact we have on our community and society. We aim to go beyond simply measuring time and money donated, and instead, assess the overall social impact on the community. Secondly, we plan to concentrate our attention on our employee indicators. Over the course of 2024, we will re-establish our diversity, equity, and inclusion figures and devise a plan to ensure that all of our employees feel welcome and supported and are able to achieve their full potential.

Governance at Calisen continued



Certifications & accreditations

ISO certifications

At Calisen, we have implemented multiple governance and management frameworks to ensure that we conduct our business in a responsible and ethical manner. Our management systems cover various areas such as quality, health and safety; information security; environmental practices; and business continuity. These frameworks help us to document and continually improve our operational practices while ensuring compliance with legal and voluntary standards.

In 2023, we retained our ISO accreditation across all our sites, both UKAS and non-UKAS, with no major non-conformances raised.

In 2024, we plan to start the process to transfer all non-UKAS certifications to become UKAS; we understand that this will be a gradual process, but aim to complete it within a 24-month window.

ESG disclosures

We have engaged two leading independent ESG rating agencies to help us assess our performance in comparison to our global peers:



CDP - We have submitted our information to the Carbon Disclosure Project (CDP) since 2021. In 2023, we improved our rating from a "C" to a "B-" compared to the previous year. Our rating of "B-" places us above the average global score.

ecovadis

EcoVadis – We are currently finalising our next EcoVadis submission. Our updated rating will be available on our website no later than July 2024.

Green Bond UK

We recognise that investors are increasingly focused on companies that are making a positive contribution to delivering net zero. During 2023, as part of a refinancing activity, our strong environmental credentials allowed us to position our major new £325 million loan as a Green Bond. To do this, we worked closely with a specialist adviser, DNV, and the independent assurance we gained, helped to drive the strong demand we saw from the market.

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

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

HELPING THE UK MEET ITS CLIMATE TARGETS



We will help the UK to meet its climate change targets

The global challenge

Energy has never been as front-of-mind in the UK as it is now.

How we source it, and the consequences for the planet. How we use it, and its soaring cost in recent times. And, emerging slowly but surely in 2023, a focus on when we use it, in order to spread the load and ease pressure on supplies.

Delivering greater impact

Calisen is an ambitious business, in an industry that needs to take urgent action on climate change now. We were therefore delighted to be able to expand our reach with landmark deals that will accelerate our progress into brand-new sectors.

SDG linkage



7
Affordable and clean energy



11
Sustainable cities and communities



13
Climate action

OUR PROGRESS

When you are striving for a carbon free society, momentum is key.

With nearly 4 million site visits this year, we're on the right track, but we know this is just the start.

Until we have brought smarter energy to all and secured a net zero future, we are committed to keeping up the pace and boosting the smart technology roll-out.



Metering, Data Services & Smart 360

The Smart Meter Implementation Programme (SMIP) initiated by the UK government has reached approximately 60% completion in its mission to equip all residential UK properties with smart meters.

As a prominent player in the energy industry, we are well-positioned to provide a comprehensive solution to energy retailers. This solution encompasses Meter Asset Provider (MAP) services, installation and data-reading capabilities.

Our Smart 360 service provides retailers with the opportunity to work collaboratively to maintain assets in the circular economy and to keep them installed on walls.

In addition to our existing capabilities, we now offer new services in partnership with Advizzo, which allow us to analyse consumer data, with a focus on the water industry. This data analysis can support our consumers with information on usage and potential cost savings.

In 2023, we:

added **4.6 million** smart meters to our portfolio, taking our total up to **12 million** meaning we are continuing to contribute towards reduction of carbon emissions generated by the use of household energy;

installed **277k** meters into customers' homes; and

carried out **3.7 million** data reads, meaning we were in a UK customers house every **2 seconds** of a working day.

Introducing Calisen Smart 360

Calisen Smart 360 brings together our expertise as a nationwide smart meter installer with our experience as a market-leading Meter Asset Provider (MAP). This means we provide an end-to-end solution, by supplying, installing, maintaining and extending the lifespan of smart meter portfolios. Our services help customers to proactively troubleshoot, maintain, upgrade and repair smart meters to comply with Ofgem's latest regulations.



Our progress continued

Smart meters – lifetime carbon savings

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

Using this analysis as a guide, it has been estimated that Calisen’s installed smart meter portfolio as at 31 December 2023 is anticipated to contribute towards a total lifetime carbon emissions reduction of 4.9 million tonnes by 2038 resulting from household energy savings alone (excluding emissions from manufacture, installation or end of life).

This table represents our calculations of the carbon savings associated with the revenue generating meters installed in the Group’s portfolio. It includes household energy savings due to the installation of smart meters and associated energy consumption behavioural changes.²

	Electricity	Gas
Annual per meter consumption (kWh)	3,300 ¹	11,500 ¹
Weighted ³ average energy saving (%)	3.5%	2.6%
Annual per meter energy reduction (kWh)	115.5	299.0
Annual per meter annual carbon reduction – energy saving (tCO ₂ e)	23.92	53.82
Total annual carbon reduction per annum (tCO ₂ e) – energy saving	115,922	210,815
Total lifetime carbon ⁴ reduction (tCO ₂ e) – energy saving	1,738,832	3,162,225

1 Obtained from the 2023 Decision on revised Typical Domestic Consumption Values for gas and electricity and Economy 7 consumption split letter, using medium kWh as the reference line: Source, Ofgem (2023)

2 The weighted average energy saving from electricity and gas is 3.5% and 2.6% (average of respectively) Consumer change of behaviour is required to achieve this reduction. Source: Department for Energy Security and net zero June 2023 Reviewing energy supplier evidence on impacts of smart metering on domestic energy consumption.

3 The number of smart meters in prepayment mode is assumed to be 13%. Source: Department for Business, Energy and Industrial Strategy’s 2023 Smart Meter Statistics in Great Britain: Quarterly Report to end December 2023.

4 Illustrative lifetime based on prudent estimate consistent with the Group’s smart meter depreciation policy, whilst assuming meters are installed and operational during the full depreciation period..

5 Calculation focuses specifically on the household savings benefit of a smart meter versus a traditional meter excluding certain carbon costs such as emissions from manufacture, installation and end of life.

Plug me in: Electric vehicle charging

In 2023, the electric vehicle (EV) market in the UK achieved a significant milestone by surpassing one million EVs on the roads. This was a 50% increase within a year, highlighting the growing demand for cleaner, climate-friendlier road transport.

At the same time, we advanced our collaborations with energy providers in the UK to support their EV initiatives, and as we are one of the primary providers for the smart meter rollout programme, this only strengthened our existing relationships further.

In 2023, we:

installed more than **2,000 home chargers** and trained and licensed our engineers to install domestic isolation switches.

EV carbon reduction

Annual ICE Emissions (tCO ₂ e)	2.15
Annual EV Emissions (tCO ₂ e)	0.64
Total annual carbon reduction per annum (tCO ₂ e) – per car	2
Total annual carbon reduction per annum (tCO ₂ e) – emissions reduced	3,062

Assumptions:

- All drivers switched from a medium sized petrol car to an EV.
- EV usage is based on a UK average annual mileage for a petrol car (7.5k).
- Drivers start saving from the delivery date of their EV.
- Manufacturing related emissions are not included in the calculation.
- All EVs are charged with the standard energy mix on the UK grid. This means that if users are charging their car with fully renewable energy (e.g. by using their own solar panels), the CO₂ savings could be higher.

Plug me in: Heat pumps

Aligned with the UK Government’s goal of net zero by 2050, a key strategy is to facilitate the transition to residential and commercial heat pumps. This technology represents highly effective, low-carbon heating, aligns perfectly with our vision of smarter energy for all. Therefore, we acquired two leading specialists, Ecofit Renewables and Source ECO, to accelerate Calisen’s progress in this significant sector.

We are confident we can address the broad range of commercial and residential end-users of heat pumps, and enable an additional contribution to emissions reduction.

In 2023, we:

became the **net zero delivery partner** for British Gas; and

launched **heat as a service** proposition with Clade Engineering.

Heat Pump carbon reduction

Annual Household Gas Boiler Emissions (tCO ₂ e)	2.53
Annual Household Heat Pump Emissions (tCO ₂ e)	0.58
Total annual carbon reduction per annum (tCO ₂ e) – per heat pump	2
Total annual carbon reduction per annum (tCO ₂ e)	62
Total annual carbon reduction lifetime (tCO ₂ e)	936

Assumptions:

- Typical household of 11500 kWh annual energy consumption (England, Scotland, Wales)
- <https://www.ofgem.gov.uk/information-consumers/energy-advice-households/average-gas-and-electricity-use-explained#:~:text=Individual%20appliances%20can%20vary,of%20gas%20in%20a%20year.>
- Lifetime – 15 years
- <https://www.vaillant.co.uk/advice/understanding-heating-technology/boilers/how-long-do-boilers-last/>
- Annual emissions taken from Daikin Heat Pump
- <https://www.daikin.co.uk/content/dam/internet-den/english-us/solutions/for-your-home/Abstract%206%20Environmental%20impacts%20of%20HP%20-%20EU%20ENG.pdf>
- Annual emissions taken from Daikin Heat Pump

Are electric vehicles actually better for the planet?

For many drivers who have switched, concern for the planet was a principal motive. So, are EVs more environmentally friendly?

The answer, is that a lot depends on three main factors: how the electricity they use is generated; the car's manufacturing process; and the vehicle's lifespan. In general, though, it is true to say that an EV car has about half the climate impact of an average petrol or diesel car or van.

There are several reasons why EVs are more environmentally friendly, including:

Reduced emissions: EVs produce no tailpipe air pollution or greenhouse gas emissions. And their footprint is even lower if they are charged using renewable or low-carbon sources.

Enhanced energy efficiency: electric motors are generally more efficient than internal combustion engines. They use energy better, and therefore use less of it.

Battery technology: continual improvements are reducing the environmental impact of manufacturing and disposal of batteries. Recycling programmes are also being developed, further minimising their environmental impact.

All vehicle transport comes with an environmental cost, and while EVs aren't entirely 'blameless', they are already reducing climate impact. This will only improve as battery technology advances and the electricity grid becomes greener.

Can EVs save you money?

Although list prices are coming down, electric vehicles (EVs) still have a relatively high upfront price tag. However, if you do a bit of number crunching, you will see that you can probably save money with an EV.

The most cost-effective way to charge an EV is to plug it into a charging point fitted outside your home or in your garage. The actual cost will depend on your energy tariff, and you can save even more by charging it overnight at off-peak rates. (In fact, if you have solar panels fitted, you could even charge it for free.)

There are other cost benefits as well. EVs are currently exempt from the road fund licence until 2025, as well as the London Congestion and ULEZ charges. They're also cheaper to service and repair as they have far fewer moving parts.



How do heat pumps work?

A heat pump moves heat from the environment outside (in the ground or the air), boosts its temperature, brings it inside and releases it through your central heating system.

Although heat pumps use electricity to do this, they produce up to three times more heat output than they draw in power – which is why they are so energy efficient. And because they don't burn fuel to generate the heat, there are no carbon emissions.

There are two main types of heat pump:

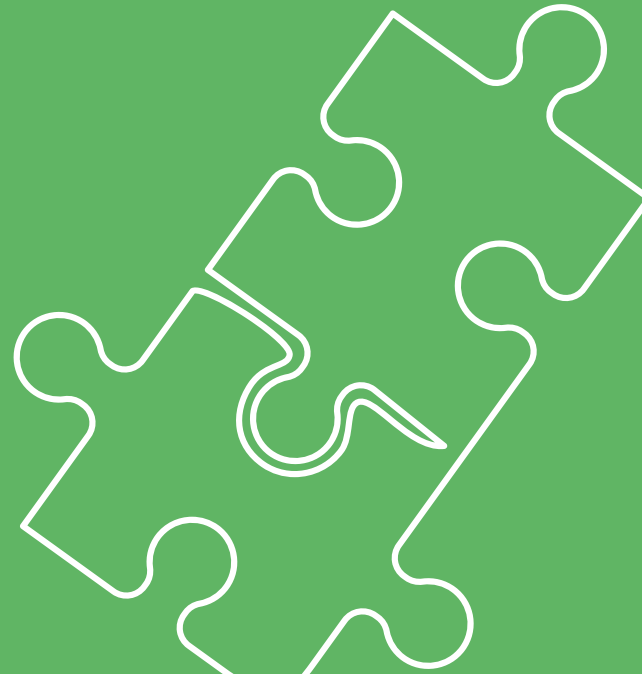
Air source heat pumps which extract heat from the outside air by using a special fluid – a refrigerant. This is then compressed, making it hotter and turning it into vapour. This super-hot gas is transported into your home and released to your central heating system – for hot water, your radiators and underfloor heating. At this point the vapour transforms back into a liquid, which passes through a special valve. This cools it down rapidly, ready to repeat the cycle and to absorb more heat from the air outside.

This is how air conditioners work, but in reverse. In fact, some air source heat pumps can even function as air conditioners, taking hot air from inside and releasing it outside.

Ground source heat pumps absorb heat from the earth by pumping a mixture of water and refrigerant through a network of underground pipes. You therefore need enough outdoor space and suitable ground to install the pipes.

These can be installed vertically or, more commonly, in horizontal trenches. The water mixture is compressed and goes through a heat exchanger, which extracts the heat and moves it to the heat pump. The heat is then transferred to your home heating system.

OUR RACE TO NET ZERO



We will achieve net zero emissions by 2030

The global challenge

The UK has set a target to achieve net zero by 2050, which means that greenhouse gas emissions will be balanced by their removal. At Calisen, we are committed to achieving this goal even faster, so that we can have more time to make a greater impact.

Delivering greater impact

Calisen is committed to playing an active role in the UK's efforts to address climate change. To this end, we have set ambitious targets for ourselves to ensure that we are playing our part to reduce our carbon footprint. Specifically, we have established a goal to achieve net zero emissions for our operations by 2030.

SDG linkage



7 Affordable and clean energy



13 Climate action

OUR PROGRESS

Calisen has continued its efforts to understand and report on their Scope 1, 2 and 3 CO₂e emissions. During 2023, we have utilised specialist software to help automate our calculations, to help us ensure that we are reporting a high-quality data set.

We have also been collaborating with our supply chains to support and to encourage their efforts towards reducing their environmental impact, too.

By working together with our partners and stakeholders, we are confident that we can make meaningful progress towards a more sustainable future.

Actions Calisen has taken during 2023 to reduce emissions

We have continued to transfer our fleet to EVs, as well as carrying out a full analysis into our grey fleet, with suggestions brought to the Executive Committee on how to reduce our emissions. In addition, Calisen has acquired several companies throughout the year - Ecofit Renewables, Source Eco, Advizzo and MapleCo - which has brought our full time equivalent number of employees and revenue-based intensity ratio down. However, as the business continues to grow, spend to support this growth and additional activity has led to our Scope 1 and Scope 3, Category 1, 2, 5, 6, 7, 9 increasing.

In 2023, we:

added an extra **40 electric vans** and **10 E Bikes** to the fleet;

continued to run on **renewable electricity** across all of our sites;

continued to work with our metering supply chain to **assess emissions generated from the manufacture of our assets**;

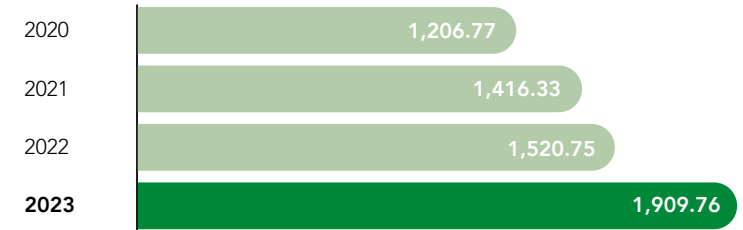
started to **build relationships with our EV charger and heat pump manufacturers** so that we can gain the same level of data as we have for our metering assets;

conducted a **data collection exercise** on our **grey fleet** to identify higher emitters and any possible actions to reduce the impact; and

continued to offer, through Octopus Energy, the **salary sacrifice EV car scheme**.

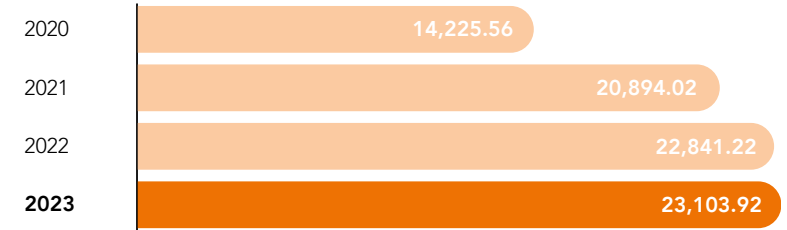
Total Scope 1 and 2 emissions

(tCO₂e)



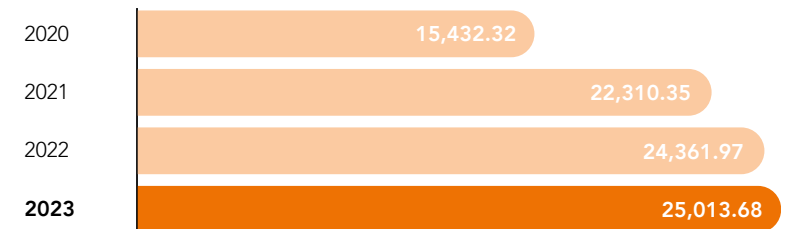
Total Scope 3 emissions

(tCO₂e)



Total Scope 1, 2 and 3 emissions

(tCO₂e)



Our progress continued

SECR Table

	2021 Global (all UK)	2022 Global (all UK)	2023 Global (all UK)
Energy consumption used: (kWh)			
– Electricity	419,015	380,524	400,436
– Gas	220,216	255,707	300,893
– Transport fuel	13,243,767	13,074,029	15,162,609
– Other energy sources			
Emissions (tCO₂e)			
Scope 1			
Emissions from combustion of fuel for transport purposes tCO ₂ e	1,287.03	1,400.12	1,776.96
Emissions from other activities which the company own or control including operation of facilities	–	–	–
Total Scope 1 Emissions	1,287.03	1,400.12	1,776.96
Scope 2			
Emissions from purchased electricity – location-based tCO ₂ e	88.97	73.59	77.44
Emissions from purchased gas tCO ₂ e	40.33	47.04	55.36
Total Scope 2 Emissions	129.30	120.63	132.79
Scope 3			
Category 1 – Purchased goods and services	1,139.55	1,406.10	1,567.70
Category 2 – Capital goods	91.33	44.93	103.47
Category 4 – Upstream transport and distribution	1,211.46	1,099.45	1,044.42
Category 5 – Waste generated in operations	0.79	0.65	0.72
Category 6 – Business commuting – Emissions from business travel in rental cars or employee vehicles where company is responsible for purchasing the fuel tCO ₂ e	1,244.30	1,171.53	1,322.87
Category 7 – Employee commuting – Transportation of employees between their homes and their worksites	128.96	249.14	250.13
Category 8 – Employee commuting – Working from home	182.72	126.40	151.99
Category 9 – Downstream transportation and distribution	11,331.77	9,996.76	12,440.55
Category 12 – End of life treatment of sold products	32.47	28.92	33.55
Category 13 – Downstream leased assets	5,530.67	8,717.33	6,188.52
Total of Scope 3 Emissions	20,894.02	22,841.22	23,103.92
Total emissions for mandatory reporting – location-based tCO ₂ e	22,310.35	24,361.97	25,013.68
Intensity (tCO₂e)			
Revenue £m	268.8	285.8	361.0
Average number of full-time equivalent employees	1,228	1,145	1,380
Intensity ratio: tCO ₂ e from Scope 1, 2 and 3/£m location-based	83.01	85.24	69.29
Intensity ratio: tCO ₂ e from Scope 1, 2 and 3/ full-time equivalent employees location-based	18.17	21.26	18.12
Intensity ratio: tCO ₂ e from Scope 1, 2 and Business travel/£m location-based	9.90	9.42	8.85
Intensity ratio: tCO ₂ e from Scope 1, 2 and Business travel/ full-time equivalent employees location-based	2.17	2.35	2.34
Intensity ratio: tCO ₂ e from Scope 1 and 2/£m location-based	5.27	5.32	5.29
Intensity ratio: tCO ₂ e from Scope 1 and 2/ full-time equivalent employees location-based	1.15	1.33	1.38

Methodology

We have used the Greenhouse Gas (“GHG”) Reporting Protocol – Corporate Standard and have used the relevant years’ UK Government’s Conversion Factors for Company Reporting. For working from home data, we have used the “Homeworking Emissions Whitepaper 2020” by EcoAct. All calculations have been based on location-based data.

Intensity Ratio

The chosen intensity measurement ratios are total gross emissions in metric tonnes CO₂e per full-time equivalent number of employees and Revenue £m; these are the most relevant for our organisation and sector.

Calculation Review

In 2023, we have conducted a thorough review of our emissions and we continued to engage with our expert ESG consultants who provided guidance on our carbon disclosure calculations.



Our progress continued

Our fleet

We are actively working to reduce our carbon emissions by transitioning our commercial fleet to battery electric vehicles (BEVs). BEVs offer the best combination of operational flexibility and customer service. To ensure effective BEV deployment, we have conducted operational trials with various commercial vehicle models, including Renault, Maxus, Mercedes, and Volkswagen.

A significant trial was conducted with the Maxus e Deliver 3, a small-to-medium panel van capable of carrying a 945 kg payload for over 150 miles on a 52 kWh battery. The vehicles were equipped with fast charging capabilities and were supported with both home and public charging facilities. The trial involved seven units and received positive feedback from drivers, who initially experienced "range anxiety", but eventually appreciated the vehicle's responsiveness, ease of driving, and excellent interior specification.

Following the success of the Maxus trial, we have added 40 slightly larger electric vans, to service the growing PMI business, bringing the total electric van fleet to 52 by year-end. We have also initiated work to improve the interior layout of the vehicles and to reduce the payload using lightweight smart racking and amended stock profiles.

This is expected to extend vehicle range and efficiency. User focus groups contributed to shaping this solution, resulting in reusable and reconfigurable racking being standardised in the electric vehicles.

In 2024, we will continue add electric vans to our fleet as part of our Net-Zero plans, with the aim of achieving 20% of the fleet being electric by year-end.

Our grey fleet

Our grey fleet consists of petrol and diesel vehicles which are owned and used by our data readers to carry out their job responsibilities.

These vehicles cover several million miles each year. In 2023, we conducted a data collection exercise to determine the locations with high emitters and to identify potential measures to reduce the impact. As part of this analysis, we introduced 10 e-bikes to the fleet to conduct more trials of this solution.

In 2024, we will continue to explore ways to lower the emissions generated by our grey fleet and to test new solutions to help us achieve our goal of reaching net-zero emissions.

Supply chain and sustainable procurement

Managing our supply chain responsibly is a top priority for our organisation, and we hold our key partners to the same exacting standards as we apply to ourselves.

Given the collaboration needed to combat climate change, it is essential to engage stakeholders on all fronts to drive progress effectively. Our internal processes include engaging with various functions via the Risk Committee and Sustainability Steering Committee to identify potential issues, propose solutions, set targets and implement measures. We engage with suppliers to gain an understanding of their carbon footprint, discuss carbon reduction plans and to explore opportunities for collaboration. We also participate in industry associations to exchange best practice and identify opportunities for joint action.

In 2023, we:

introduced a **supplier onboarding** questionnaire to collect data pertaining to policies, certification and relevant compliance documentation. **100% of all new suppliers onboarded** since the start of 2023 have completed the questionnaire;

have continued **onsite audits** of our meter and regulator manufacturing facilities;

have **implemented sustainable practices** to procure office staff uniforms, with a focus on materials and a commitment to recycling all uniforms when replaced;

have onboarded **EcoVadis Supplier Management software** to obtain sustainability assessments for our critical and key suppliers and monitor critical news related to these suppliers.

Our 2024 plans include:

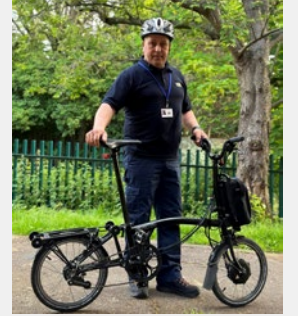
A **rollout of the questionnaire to all current suppliers** who pre-dated the introduction. Targeting all of our critical top spending suppliers to be assessed;

Begin a **risk assessment** to understand suppliers' **ESG risk profile**, to gauge the resilience of our supply chain;

Continue **onsite audits** of our meter and regulator manufacturing facilities, possibly extending to our Heat Pump and EV charger manufacturers;

Work with our customers and direct suppliers to **understand their net zero journeys**.

E-Bikes: a story of pros and cons



Like many businesses, Calisen has to grapple with London traffic and the challenges of ULEZ. This is a significant issue for our meter readers, so we proposed using E-bikes to get them around town.

In November 2022 Azedine, a member of our Data reading team, started using a Brompton E-bike. This boosted his productivity dramatically, completing up to 70 reads per day compared to his previous 30-35.

However, this needs to be weighed against the challenges. They include the general road safety risk in London traffic; stormy and icy weather when a bike just isn't a good idea; recharge times of three hours, batteries draining more quickly in winter; and the need for puncture-proof tyres.

Security is also a major issue. E-bikes are prime targets for thieves and Azedine took to carrying his bike everywhere with him.

Azedine's experiences gave us some valuable insights. Environmentally, and for productivity, the arguments are very compelling, provided that we can overcome the challenges of major cities and weather.

OUR NET ZERO PATHWAY

To reach net zero, we need to reduce emissions, and use energy efficiently. But we can not do it alone. We must also work with our customers and suppliers to help them to do the same.



NET ZERO EMISSIONS

for all of our operational emissions will be transitioned to net zero.

- Set the ambition to be net zero by 2030
- First EV added to the fleet



- Closed two buildings to consolidate site usage
- Added an additional 40 electric vans to our fleet taking it up to 10% of the fleet being electric
- Added an additional 10 electric bikes
- Added reminders to office locations about saving energy and turning lights off
- Installed EV charge points at our Wigan offices



- Add additional EVs to the fleet
- Create a plan to transition the grey fleet to electric
- Work with our customers and suppliers to understand their journey to net zero

2021

2022

2023

2024

2025

2030

OUR NET ZERO PATHWAY

- Added speed limiters to our Internal Combustion Engine (ICE) vans to reduce the emissions impact before they transition to electric
- Added an additional 12 electric vans to the fleet and 4 E Bikes

- Consolidate 3 more office locations and move in to a sustainable renovated office space which will have heat pumps, EV chargers and solar power
- Add at least an additional 60 electric vans to the fleet
- Upgrade kit for the new office to ensure it is all energy-efficient
- Relaunch the EV salary sacrifice scheme to employees



EVERYONE'S WELCOME



Embracing differences and achieving success together

The global challenge

Creating an environment that is inclusive and safe is crucial for recruiting and retaining talent. However, achieving this goal can be challenging when navigating legal and cultural landscapes.

Delivering greater impact

Calisen is dedicated to building a workplace where our employees can flourish, develop and contribute.

We acknowledge and appreciate their hard work, and aim for an inclusive and welcoming culture, where everyone can come together and celebrate our diversity in a safe environment. We empower our employees to voice their opinions, advance ideas to drive performance, and reward their work with fair and competitive rates of pay. We seek to attract the best talent and, more importantly, to retain it by becoming the employer of choice within the industry.

Our key themes and priorities are reflected in this chapter.

SDG linkage



3
Good health and well-being



4
Quality education



5
Gender equality

CULTURE AND VALUES

In 2023, we conducted an employee engagement survey and received a participation rate of 75% from the workforce. We are proud to have achieved a 66% engagement score, which indicates an improvement of 6% compared to our survey results in 2021.



The survey revealed that we have a strong culture of safety and wellbeing and our employees have a clear understanding of what is required to be successful in their roles. However, there are areas we need to focus on, for improvement. These areas include learning and development, collaboration and communication, and feedback and recognition. These all form part of the People strategy that we now have in place.

Also, during 2023 we set about creating a new set of values for the organisation in readiness for launching them at the same time as our company rebrand in Q4.

Underpinned by our mission of smarter energy for all, we created values which represent us as a Company and reflect the way in which we strive to work.

The diagram above illustrates how our values enable business success.

Culture and values continued

Over 100 colleagues were involved in the creation of our values, with refinement of a proposed set taking place as a result of the focus groups held. The value set represents the rich history of Calisen, with the bringing together of different businesses and their existing values, as well as aspiration for the blended culture we would like to create in order to enable our success in the future. In Q4 of last year, we launched a colleague recognition scheme linked to bringing our values to life whereby colleagues can nominate each other for recognition and receive a high-street voucher against one or more values. The launch of the values was linked to an internal communications campaign which highlighted one value at a time, and what it means and how we were seeing it come to life across the business.

Our plans for 2024:

Establishing behaviours linked to each of the values, using colleague and management focus groups to generate ideas. These behaviours will enable the next stage of our the embedding of our values by underpinning management development, activity, selection criteria and performance management.



We are one team

- When we all work together, amazing things happen
- We are committed to open dialogue and collaboration
- We break down barriers to teamwork and avoid silos



We put safety and wellbeing first

- We take seriously our duty to create a safe working environment
- We actively seek opportunities to improve safety and wellbeing
- We challenge poor behaviour and recognise examples of excellence



We do the right thing

- We always act in an honest, fair and transparent manner
- We conduct ourselves professionally and with respect for our job and responsibilities
- We are not afraid to say "no" if we feel something is wrong



We care

- We are inclusive-we respect each other and believe everyone matters
- We set high standards for our work and lead by example
- We make a positive difference to our colleagues, customers and communities



We build for the future

- We look to the future as we help to achieve the net zero challenge
- We deliver to the highest standards today and welcome positive change in the future
- We are open to feedback to keep improving our services and products

DIVERSITY, EQUITY AND INCLUSION (DEI)

We believe in coming together as a community, whilst also embracing and celebrating each individual's unique differences. We strive to create a safe and welcoming environment where everyone feels respected, valued, and heard. By recognising and appreciating the diversity which exists among us, we can learn from one another and grow as a community.

Calisen believes that different ideas perspectives and backgrounds create a stronger and more creative work environment. Its this that delivers better results and it is through this environment which employees feel empowered to share their experiences and ideas and in turn will want to stay and grow within our organisation.

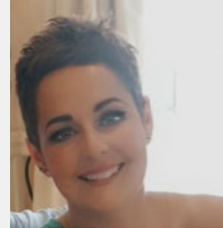
We want to have a workplace which reflects the communities and customers we serve, and we want to encourage everyone to bring their full and authentic selves to work.



Data collection – To better understand the composition of our workforce, we implemented a process to gather more information on demographic factors. By monitoring key metrics related to DEI we aim to identify areas for improvement and measure the impact of our initiatives. This data-driven approach, not only ensures that our organisational practises align with our DEI objectives, but also allows us to tailor our strategies to address specific needs and disparities.

Disability confident employer – We conducted a full review of our internal policies and processes, listened to our employees needs and ensured our workplaces were more accessible. Our commitment goes beyond just following rules – we are dedicated to creating an environment where everyone, including those with disabilities, can do well and succeed.

Raising awareness – We have actively worked to promote DEI within Calisen and beyond. Our focus on education and awareness has resulted in an improved culture that values diversity and encourages open conversations.



“As a physically disabled woman, I face unique challenges that often go unnoticed. However, Calisen recognises and values me for who I am and what I can achieve.”

Suzanne Catterall
Recruitment Manager

In 2023, we:

raised awareness by recognising over **50 diversity and inclusion campaigns** and awareness days;

held **talks on International Women’s Day**, during **Pride** month and on International Men’s Day discussing **mental health**;

became a **Disability Confident Employer** ensuring that all our operations are fully accessible;

implemented a process to **gather** more information on **demographic factors**; and

undertook a review of pay in relation to the **real living wage**.

Our 2024 plans:

We aim to create a **Delivery Plan** to build upon the solid foundation established in 2023. We are committed to investing in resources which will aid us in creating a clear and comprehensive set of baseline targets and a delivery plan to underpin our commitment to Everyone’s Welcome.

We plan to **Create a Women’s Network** – We recognise that our workforce is predominantly male, and our priority must be to accelerate our efforts in creating a more gender balanced workforce. Our first commitment is to create an affinity network that will champion and support women in our business alongside an ambitious action plan to tackle the attraction and retention of women into our industry.

We aim to **Launch an apprenticeship scheme** in support of underrepresented groups (Support)

We plan to **roll out DEI competence** that will be embedded at manager level and above

Paying the real living wage as a minimum to all employees

Diversity, Equity and Inclusion (DEI) continued



Workforce engagement & communication

Calisen has continued to engage with its workforce through the Workforce Engagement Forum.

The work force engagement forum meet on a quarterly basis and its membership is drawn from a variety of areas across the group. The agenda covers wide-ranging topics, from financial performance and strategy to our ESG performance, EV charging trials, and plans to relocate offices.

During 2023, we have also continued to communicate through our intranet, email and face to face town hall meetings.

However during the year, our internal communications team used feedback from previous employee surveys, where it was noted that communication in the business could be improved. So they implemented a new and frequent communications framework, and used more diverse media and shared business plans in accessible, engaging ways.

During 2024, we will look to expand our method of communication to use a more bespoke methods to reach different audiences; for example, using podcasts to talk about different topics from DEI to environmental initiatives. We will also look to introduce instant communications methods to support our field employees as well as continue to use traditional methods such as intranet, email and face to face town hall meetings.

Pay and remuneration: Real Living Wage

In January 2023, we advanced towards becoming a Living Wage employer, with many of our people receiving a 10% pay increase. In the midst of a challenging, inflationary economy, this was well received by our colleagues and had a positive impact on recruitment and retention.

Effective from January 2024, all employees at Calisen will be paid the voluntary Real Living Wage rates as a minimum. This is a nationally recognised benchmark and is in line with Calisen’s commitment to being a Real Living Wage Employer.

The Real Living Wage is different from the Government’s Living Wage rate and is calculated annually by the Living Wage Foundation, based on evidence about living standards across the UK. It reflects what workers and their families need in order to meet everyday essentials alongside unexpected expenses related to the ongoing cost-of-living crisis.

In November 2023, the Company also announced a 6% increase for those earning less than £50,000 per year, including our metering and Plug Me In operatives, with all other employees receiving a minimum 5% uplift to base pay.

As part of this process, we will conduct an annual review of wages to ensure we are still aligned to the real living wage benchmark



HEALTH & SAFETY AND WELLBEING

Calisen has grown on a solid foundation of business excellence, and this started with an uncompromised approach to safety. We work with gas and electricity suppliers, drive many thousands of miles, and no commercial or practical consideration is allowed to override the safety of our people, or that of the communities in which we serve.

In 2023, we:

had zero reportable RIDDOR incidents for the third consecutive year;

had 12% reduction on our overall accident frequency rate;

achieved 1 in 50 employees being a first-aider;

achieved 1 in 27 employees being a fire warden;

had 0 major non-conformance reports ("NCRs") raised in our internal safety audits; and

had over 3k online health and safety courses completed.

We are heavy investors in training, and operate a dedicated Training Academy in Wigan. This places safety at the heart of everything we do, and ensures that it transfers to new skills, such as installing EV chargers and heat pumps.

This commitment to safe production also extends to all of our partners and stakeholders, whom we expect to aim with us, to achieve zero harm every day.

Performance

The 12% reduction in our overall accident frequency rate is based on comparable hours, despite a slight increase in recorded accidents in 2023 vs. 2022 (26 to 28). This was due to the increased activity rate (2023: 2.3 million hours vs. 2022: 1.8 million hours worked). This third consecutive year of falling incident rates also ranks Calisen below the HSE's standard frequency rate for our industry. Additionally, our technical risk events have also fallen by a similar amount in 2023.

We have also maintained our record of zero RIDDORs for a third consecutive year. These are defined as reportable incidents which have resulted in more than seven consecutive days off work, or a serious incident.

In 2023 we also saw an increase in the number of near-misses: over 4,000 vs. 1,755 in 2022, an increase of 128%, this increase is because of extra training and awareness given to the teams on the importance of raising near misses. Near-misses are an important tool to enable us to review what happened, assess the degree of danger that could have transpired, and identify how to prevent them in the future.

Mental health first aiders (MHFAs). This year, we expanded our cohort of mental health first aiders to 23 employees, by sending them on a Mental Health England Mental Health First Aid training course. We recognise that mental health is a key issue and can affect any person at any time.

The role of MHFAs is to help with early interventions before someone becomes unwell and, potentially, suffers an increasingly serious condition. Wellbeing generally, is a focus for the business and will grow even further during 2024.

Safe systems of work. During the first half of 2023, we started the integration of our Plug Me In Heat acquisitions into the Calisen business. This involved bringing new safe systems of work and risk assessments in line with our standards. These ensure that we have safe working practices with the common goal of zero harm.

Hybrid working. Our responsibility for safe working remains even when our people are working from home. In 2023, we continued to maintain good Display Screen Equipment practices across all of our working environments, issuing specific training modules for all hybrid workers on a bi annual basis and conducting the relevant Display Screen Assessments. Hybrid working allows the business to cut its carbon footprint by reducing the need for redundant office space, while employees reduce their own carbon footprints, and travel costs, by working from home.

Our plans for 2024:

The business is designing a three-year strategic safety plan to help deliver zero harm within our operations, increase better communication and drive up working standards. This will be supported by our learning management system and the use of company safety stand-downs. We will also be looking to ensure our good safety record extends into our new business areas.



"2023 marked another year of progress, amidst an array of changes including the unwinding of covid controls, supply chain issues, cost pressures, venturing into new business areas and meeting increasing customer demand. Maintaining zero RIDDOR injuries amongst all these business pressures shows that Calisen is a business that takes safety seriously which is a source of pride across the business.

Moving into 2024 we know that the same pressures will remain, but we will still be embracing our belief that zero harm is not only achievable in the long term, but working to that goal makes us a better and more sustainable business."

Simon Rodgers, Compliance Director

LEARNING & DEVELOPMENT

Calisen firmly believe that a well-informed and highly-skilled workforce is central to our growth. That is why we have made significant investments in both time and resources, to ensure that our employees are equipped with the knowledge and skills necessary to succeed in their roles.

In 2023, we:

rolled out our learning management system to **100%** of the workforce and provided training on business ethics, health and safety, and information security;

had **2 employees** complete their **business apprenticeships**;

trained and onboarded 173 new metering operatives;

trained and onboarded 16 new Plug Me In EV installers;

conducted refresher/upskilling training for **181** current engineers;

created a **new heat pump training facility**;

obtained **BPEC approval**; and

90% of the workforce **received a performance management review**.

BPEC Approval. (<https://bpec.org.uk/>) During the year we gained industry certification to carry out heat pump installations and associated training programmes.

Our new **heat pump training facility** is designed to provide a safe and stimulating environment where engineers gain the necessary skills to operate installation equipment effectively. They receive hands-on training, theoretical lessons and practical assessments, ultimately certifying them to roll out this significant, low-carbon technology to homes and commercial buildings around the UK.

Upskill training programme. As Calisen expands its services, this will give our cohort of meter installers the opportunity to extend their skills into EV charging equipment. In anticipation, our training team ran a pilot design of the training required, and achieved proof of concept. A first operative underwent the programme and gained the required knowledge to install an EV charger safely and effectively.



"Having the opportunity to pursue a degree qualification while working full time to increase my experience and knowledge in the business has been an incredible experience. The exposure to different departments allowed me to identify areas where my skill sets excel, and has steered me towards various career paths which I can explore."

Hannah Monks
Commercial Executive



Rollout of the **Learning Management System.** Designed for all employees, the system delivers required training across a variety of subjects including health and safety, business ethics and information security. The courses are interactive and engaging, tailored to meet the needs of our workforce. Our goal is to promote a culture of continuous learning and development, leading to a more knowledgeable and skilled workforce to achieve organisational goals.

Our plans for 2024:

As part of our long-term business strategy, we will:

- expand and enhance our Training Academy, to be fit for the needs of growing a skilled workforce for the future;
- further develop our apprenticeship programme, providing young people with the opportunity to gain valuable hands-on experience and training in their chosen field;
- organise work experience and industry insight days; and
- develop the training offered through our learning management system, ensuring that it aligns with our business objectives and values. This will demand ongoing investment to ensure our training materials and resources are always current and relevant.

IT & INFORMATION SECURITY



Our performance

Calisen is committed to secure the data we hold and to protect the privacy rights of customers and other stakeholders. To support this, we used Microsoft technology to benchmark our performance against Microsoft's cyber security dashboard.

In January 2023, our **cyber rating** on the Microsoft secure dashboard was 53%, prompting us to set ourselves a stretch target rating of 80% by year-end. However, we exceeded **our target** and ended the year with a rating of 82%.

Full review of IT infrastructure. Our networks, data centres, hardware and architecture are critical not just to our business, but to our customers too. In 2023 we conducted a full review of our IT infrastructure's resilience, actioning replacements and upgrades as needed.

Deployment of Zscaler across the Group for all PC and mobile users. Zscaler is a mobile app to ensure that a device's internet traffic and access to our organisation's internal apps are secure. This increases remote connectivity, reliability, security and ease of use for our mobile users.

Introduction of a new **Managed Secure Operations Centre**. This was introduced to further enhance the monitoring of our systems and data, ensuring we remain fully secure.

We **developed and deployed a bespoke software solution** for Plug Me In to improve business functionality and efficiency.

We also had high level of **system uptime (>98%)** during the year, particularly given that we were undergoing a major IT transformation Programme. The next stage of this transformation is to replace legacy software applications. This will see a further improvement on system uptime throughout 2024.



"2023 was a fantastic year for IT. We implemented multiple large-scale projects with minimal disruption and significantly increased our cyber security posture. We also completed a complete overhaul of our IT platforms and connectivity. These projects have standardised, simplified and modernised our IT landscape while reducing costs and increasing service levels."

Paul Shearer, Head of IT

In 2023, we:

had an IT **system uptime** of **greater than 98%**;
deployed Zscaler across the Group for PC and mobile users;

introduced a new **Managed Secure Operations Centre**;

achieved a score of **82%** in the Microsoft's Cyber Security assessment;

identified and avoided **969 threats**, of which 43 were a priority 1 or 2 severity;

conducted a **full review** of IT infrastructure; and

improved service desk performance compared to the previous year - 2022 average 292 open tickets per week vs. 2023 **average 52 open tickets per week**.

Our plans for 2024:

We are continuing our efforts to improve our **IT infrastructure and controls** into 2024. As part of this, we will **replace key legacy systems** in Calisen Metering with a more robust, secure and functional platform on the Microsoft platform.

Additionally, we aim to build on the robust **cyber security defences** we enhanced in 2023, and further strengthen our security posture with additional controls.

SUPPORTING SOCIAL DEVELOPMENT



The global challenge

For everyone to have access to everything they need to live sustainable lives, communities need equitable access to the same resources which will help them develop.

Delivering greater impact

Through our Economic and Social Development initiatives, Calisen is able to make a positive impact on the communities we serve, driving growth, and enhancing the wellbeing of individuals and societies, through not only our assets, but through education and supporting in resource provision.

SDG linkage:



2 Zero hunger



3 Good health and well-being



4 Quality education



11 Sustainable cities and communities



13 Climate action

OUR PROGRESS

In our eyes, community is a broad word: it encompasses everyone from our immediate sphere of Calisen’s employees and their families, our suppliers and contractors, our customers, our neighbours at work and the communities we work and live within.

The support we provide to these communities reflects our vision of creating equitable access to resources for everyone through the creation of The Calisen Impact Charitable Trust.

It also includes the next generation, some of whom will be part of our future. Their welfare is a collective responsibility, and where help is needed, we want to play our part.

Support to alleviate poverty, with a particular focus on food, mental wellbeing and education, is crucial in enabling young people and their families to thrive and achieve their full potential.

Furthermore, it is imperative to encourage our community to understand, and live sustainably. A well-informed community is the foundation of a sustainable future.

In 2023, we:

provided **10,000 free hot meals** to Manchester Youth Zone (“MYZ”), and fundraised to gift an outdoor retreat for a number of families during 2024;

supported Wigan Youth Zone (“WYZ”) to **increase their mental health provision**, as well as donating Christmas gifts to their toy appeal;

were an active partner in **developing an employability programme** with Wigan and Manchester Youth Zones;

supported 20 schools through the Eco-Schools Programme, helping them to gain the Green Flag Award in the 2022/2023 school year;

supported **biodiversity activities** at one school with Ben Etherington, Commercial Director-Water and our resident bee keeper, **educating children on the importance of bees**; and

launched our employee **matched funding programme**, where employees can apply to get their fundraising efforts matched by Calisen.

Our plans for 2024:

We are thrilled to announce that in 2024, we will be launching our own charity – the **Calisen Impact Charitable Trust**. This exciting initiative will allow us to expand our impact by supporting charitable organisations in the UK that share our vision for a sustainable future. Further details on this will be share on our website on social media pages in Q2 2024.

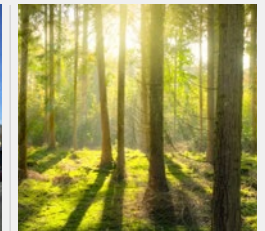
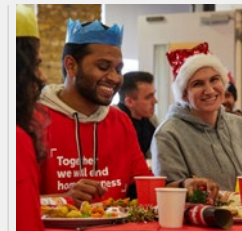
In addition, we will be working with both Manchester and Wigan Youth Zone as well as local colleges to create an **employability assistance programme**, where we can offer work experience and support with CV writing and interview techniques, as well as apprenticeships.

Christmas Gift Campaign

As a part of our 2023 Christmas gift campaign, we offered our employees the option to support one of three incredible organisations: Manchester & Wigan Youth Zone, Crisis, and the National Forest Agency. Additionally, the charity committee collaborated with the commercial team to pledge an equal amount of donation to the chosen charities for every e-card that was opened during the festive season.

The campaign was a huge success, and as a result, we were able to achieve the following:

- Provide over **1,300 Christmas dinners** to young people at Manchester and Wigan Youth Zones.
- Support more than **100 homeless people** through the Crisis charity.
- **Plant 145 trees** through the National Forest Agency.



Case study



ECO-SCHOOLS



Calisen funded 20 schools to apply for the Green Flag Award. They were nominated either by our charity partners, Manchester and Wigan Youth Zone, or through Eco-Schools. All 20 share a passion for making a positive impact on the world around us.

One of the schools was Willowpark Primary Academy, in Oldham, Manchester, who had been participating in the Eco-Schools programme for two years. Their focus this year was on three areas: biodiversity, marine and school grounds.

Our Commercial Director, Ben Etherington, who also happens to be a beekeeper, paid them a visit, armed with honey, bee keeping paraphernalia and fascinating insights for the children about the importance of bees in nature.

We were also delighted to collaborate with St Cuthbert's in Wigan. Their eco-team consists of fourteen children (two from each year group). This was their first award entry, with the team focusing on projects related to the school grounds, energy and marine areas.

Of all the schools which we supported were awarded the green flag for their efforts.



Read more

[See the work with EcoSchools in action](#)

Case study



MANCHESTER YOUTH ZONE

The district of Harpurhey in North Manchester has a high rate of childhood food poverty. To address this issue we have donated funds to Manchester Youth Zone (MYZ) to provide free nutritious meals to 100 young people feeling the effects of poverty.

Over the year, MYZ has served up on average 950 meals per week, reaching over 45,000 attendances from 2,952 active individual members. The project has also had over 1,600 attendances on family sessions, highlighting the positive impact on family dynamics.

The project's impact goes beyond just providing free food, as it becomes a place for young people to sit, eat, and talk to each other. By providing regular meals, the project is helping to reduce the financial burden on families and ensuring that young people have access to nutritious food which supports their overall health and wellbeing.

The high level of attendance indicates that the project is meeting the needs of young people in the area who may be experiencing food poverty.

By supporting young people with free nutritious meals, the project is helping to alleviate some of the stress and pressure that families may be experiencing. This can have a positive impact on family relationships and support networks, which is an important consideration for the overall wellbeing of young people in the area.

The project has also had a significant positive impact on family dynamics, with families valuing the free meal and the fact that it is hot and nutritious. The project is setting a standard of what young people should expect without judgement – everyone should be able to access a hot meal every day.

This project is a testament to the positive impact of community-based initiatives and the power of partnerships between businesses and non-profit organisations. By supporting young people with free nutritious meals, the project is helping to create a healthier and more resilient community for all.



“The support from Calisen for our free food offer has been crucial in allowing us to support all our young people and ensure they can enjoy and maximise their time at Manchester Youth Zone.

We know that in these uncertain economic times that this support has helped countless families and ensured the health and happiness of our children not only at MYZ but in the wider community”



James Hampson
Head of Fundraising
Manchester Youth Zone

Case study

WIGAN YOUTH ZONE



“OnSide”, an organisation that supports a network of Youth Zones across the UK, released their second “Generation Isolation” report. The report surveyed 5,072 young people in England and highlights several key findings.

One of the main findings is that 1.3 million young people in England (26%) have stopped engaging in activities outside of school, such as socialising with friends, sports, and hobbies, due to the high cost of living. Additionally, the report shows that 76% of young people spend most of their free time on screens, while only 10% spend most of their free time with friends.

Almost half of young people spend the majority of their free time alone, and 80% of young people spend most of their free time at home. The report also reveals that 41% of young people lack a trusted adult in their life outside of their family.

Wigan Youth Zone (WYZ) over the past year have provided their services a total of 59,452 times, with 5,870 children and young people becoming Youth Zone members.

Of those members, 12% have additional needs, 11% are from minority ethnic backgrounds, and 42% live in the borough’s most deprived

communities. Additionally, they provided 4,911 places to their holiday provision, with 1,944 visits made by 304 young people who are on Free School Meals. Furthermore, 145 young people took part in residential trips, and many of them travelled outside the borough for the first time.

At WYZ, their youth workers build trust and strong relationships with their members, leading to conversations and explorations into complex safeguarding issues. Over the past year, they have logged 971 safeguarding concerns, all of which the team followed up with the young people. They have also distributed 16,885 free meals over the past 12 months (28% of the total number of visits) to vulnerable young people.

They have seen a steady increase in engagement of young people with activities and sessions stemming from The Base.

The increase in engagement can be attributed to their fantastic team of youth workers who build meaningful and trusted relationships, often leading to conversations and explorations into complex safeguarding issues.

They were delighted to have Megan join the team in 2023, whose work in the room has made a significant difference to many of their young people.



“We simply cannot thank Calisen enough for their support in 2023; the funding and help we have received from the team has helped us transform our targeted youth work offer via our ‘Base’ sessions. We have been able to work with hundreds of young people who needed that extra level of support through our female empowerment groups and male support groups and especially work with young people part of the LGBTQ+ community.

Through their support, we have been able to have meaningful conversations that often create those ‘light bulb’ moments that can literally change lives. As valued and truly appreciated Founder Patrons of our Charity we are proud to partner with them, to make sure Wigan Youth Zone’s services are a certainty for young people across Wigan and Leigh for years to come.”



Lynsey Heys
Head of Fundraising

Case study

ANDY'S MAN CLUB

We worked with Andy's Man Club to **raise awareness of men's mental health** among our employees.

Health is important, whether this is physical, or mental. Unfortunately, Mental Health is still a bit of a taboo subject, especially when it comes to men feeling comfortable opening up about their struggles.

At Calisen, we prioritise supporting the well-being of our employees, especially those who work remotely. With around 80% of our workforce being male, we recognise that lone working can be isolating, and we want to ensure that we offer proper support to our people.

One charity which has been making a real difference in how men view mental health is Andy's Man Club, a suicide prevention charity established in 2016. They provide free in-person support groups across the UK and online, with the aim of ending the stigma around men's mental health through conversation.

Andy's Man Club has over 100 free support groups nationwide, held every Monday from 7 pm (excluding Bank Holidays). These groups offer a safe space for men to talk about their struggles with people who understand them, without any pressure to speak if they do not wish to do so.

To raise awareness of the importance of men's mental health and the significance of talking, we partnered with Andy's Man Club in 2023, and they gave talks to our employees. In 2024, we plan to continue this partnership and organise more presentations throughout the business to raise awareness of the charity and the importance of #ITSOKTOTALK.



"Since joining Andy's Man Club, I have realised that I am no longer alone on this journey. I have a band of brothers helping me along the way who are facing the same or similar challenges as I am. I am still struggling but now I know I have a safe place to talk amongst brothers, judgement free, I can handle the struggle better. It has allowed me to accomplish things that my anxiety would hold me back from. I am proud to say I have been facilitating sessions at Andy's Man Club for around 4 months now and couldn't think of anything better to do with my time on a Monday evening."



Sean Foster
Data Services Manager

"My first introduction to Andy's Man Club (AMC) was when Dan Rowe came to speak with our colleagues at Calisen. His story made me appreciate my life more and understand the challenges faced by men my age."

Discussing this topic has been difficult in my 17 years of working at Calisen, especially with our male-dominated field team members. Recently, we presented AMC to our field teams, and I was proud to see the emotional response. I was also surprised to learn about the background and trauma of some of our field team members face on a regular basis.

We have just begun our work with AMC, and we will continue to share our participation, stories, and progress to encourage others to share their stories as well."

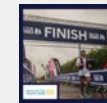


Dave Forshaw
Regional Manager

MATCH FUNDING

Our people are made of stern stuff and we're proud of the lengths they will go to in supporting important causes. In 2023 they raised more than £13,000 for charity

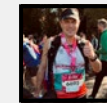
We donated over **£2,000, via our employee match funding** campaign, to charities that mean the most to our employees



Ariun Galindev, Financial Accountant, ran a staggering 100km Ultramarathon in support of Manchester Youth Zone, a charity Calisen supports.



Chloe Fearn-Rice, Investment Analyst, took part in a 100km walking event in the Lake District to support Mind, a charity close to her heart.



Roger Cheyne, Associate Director (Plug Me In), recently completed the York Marathon supporting Leukaemia Care "which has made a massive difference in my Dad's life".



Craig Jaques, Internal Recruiter, played in a charity football event in support of Brain Tumour Research. This was deeply personal as Craig has been undergoing treatment for a brain tumour himself.



Alison Lang, Operations Director, rode 100km from Manchester to Blackpool for The Christie Hospital in Manchester, who looked after her Dad. It is the largest single-site cancer centre in Europe and treats over 60,000 people every year.



Introduction

Our pioneering approach

Helping the UK meet its climate targets

Our race to net zero

Everyone's welcome

Supporting social development

Supporting information

SUPPORTING INFORMATION



OUR PRIORITIES FOR 2024



Increase EVs in Fleet

Our plan is to have 20% of our fleet to be electric by the end of the year. This is imperative if we are going to meet our net zero target.



Everyone's Welcome

Working with the People team, we will set baselines and targets which will allow us to achieve success together, embracing our differences and enabling everyone to thrive in our inclusive culture where we will provide a safe and productive environment for rewarding work.



Supply Chain Management

Work with our supply chain to gain more clarity of the data we are using for calculations, as well as to understand their roadmaps to net zero.



Caring for the Community and Environment

Build a solid partnership with Eco Schools and Keep Britain Tidy, and increase reach of support across the UK. In addition, we are working with both Wigan and Manchester Youth Zones to implement a young persons employability programme.



Building for the Future

Invest in our knowledge by working with and learning from external advisers on sustainability, and work with them to develop a roadmap for development aligned with standards and reporting practices, for example International Sustainability Standards Board ("ISSB"), Task Force on Climate-related Financial Disclosures ("TCFD") and Task Force on Nature-related Financial Disclosures ("TNFD").



Improve Governance

Ensure that the data we are reporting is as accurate as possible and fully verified.

TCFD AND TNFD REPORTING

The TCFD was established by the Financial Stability Board (“FSB”) to develop a consistent climate-related financial risk disclosures, for use by companies in providing information to investors, lenders, insurers and other stakeholders.



The TNFD is a new complementary initiative that was released in 2023 that focuses on developing a framework for organisations to report and disclose information on their dependencies and impacts on nature.

Both frameworks are directly relevant to Calisen. They serve as valuable tools to give us greater clarity and insight into the potential risks and opportunities that Calisen faces, and which controls will be required to ensure they are managed effectively.

Our voluntary reporting through both frameworks also helps us to collaborate with our supply chains, to understand and mitigate any potential negative impacts and further any potential opportunities.

Ultimately, our commitment to these frameworks reflects our strong dedication to responsible business practices and sustainable outcomes, and our communication of this to our stakeholders.

The tables below provide an overview of climate- and nature-related risks and opportunities identified relevant to Calisen and our supply chain. See pages 43-44 for more details.

Transition Risks	
Market	<ul style="list-style-type: none"> • Evolving consumer behaviour. • Increase in demand for Calisen products. • Increased cost for the materials used in Calisens products.
Policy and legal	<ul style="list-style-type: none"> • More stringent policy environment. • Increased pricing of GHG emitting fuels. • Changes to manufacturing regulations.
Technology	<ul style="list-style-type: none"> • Increased investment into technology. • Speed which new sustainable technology is developing.
Reputational	<ul style="list-style-type: none"> • Increased scrutiny from various stakeholders. • Failure to meet stakeholder expectations.
Physical Risks	
Acute	<ul style="list-style-type: none"> • Increase in the frequency or severity of weather events in the UK (storms, snow, heat). • Floods in UK.
Chronic	<ul style="list-style-type: none"> • Significant change in temperature. • Increase in the frequency or severity of extreme weather events overseas (earthquakes, wildfires, floods, hurricanes).

At a glance

During 2023, we took decisive steps to take a comprehensive review of our value chain. This exercise enabled us to prioritise and manage the risks and opportunities associated with climate change.

We also took the decision to advance our TCFD to enhance our knowledge of the potential impacts of climate change on Calisen. The primary objective has been to capture any emerging risks and opportunities that may arise, whilst also testing our resilience. In turn, this informs how we develop a robust business strategy that can evolve with the changing climate.

Beyond TCFD, Calisen’s ambition also extends to the new TNFD for nature-related disclosures. This joined-up approach will help us avoid the pitfalls of siloed thinking and equip the business to address the risks and opportunities ahead of us.

For reporting, we have integrated TCFD and TNFD (following the recommendation of the latter). It is important to note that this section of the report only covers part of the recommendations for both frameworks. However, it provides extensive coverage of the core activities and specific parts of the value chain. The remaining recommendations and correlated content, such as emissions metrics, are elaborated in detail in the main body of the report. To facilitate the understanding of these areas, the reporting index has been included to map them to each recommendation.

As early users of the TNFD recommendations, we have aligned to the governance, strategy and risk management pillars during this reporting year, and we will look to enhance this by including metrics & targets in the coming years.

WORKSHOP METHODOLOGY

During the last quarter of 2023, our Risk and Sustainability team, led by the Chief Risk Officer and the Risk and Sustainability Director, worked with our ESG consultants to identify and prioritise climate and nature-related risks and opportunities. Risks were identified over short-, medium- and long-term time horizons, including those that were deemed to have the potential to impact Company through to 2050. We created specific scenarios to evaluate them, and to provide input into this TCFD/TNFD aligned report.

The outcomes of these workshops provided a clear risk profile, which closely aligned with the current risk profile already included in our Enterprise Risk Management report. However, the insights it provides on these impacts over time is an area in which we will focus and build upon in 2024.

Governance Roles and responsibilities

We have put the following governance structures and reporting mechanisms in place to ensure that the Group meets its sustainability responsibility and ambitions.

The Board

The Board is responsible for ensuring that the Group meets its obligations and addresses the risks and opportunities created by climate change and by the transition to a low-carbon economy. The Sustainability Steering Committee (SSC) reports to the Board on a quarterly basis, and the Board reviews progress against the Sustainability Strategy and key developmental milestones.

In 2023, costs and resources required to help us to meet our climate risk and sustainability ambitions were built into our budget and planning process, which enabled us to work with external experts to develop our Sustainability Strategy, integrate sustainability within our risk management approach, and to produce action plans for further activities against which the Board can measure. In addition, we have undertaken a scenario analysis for all

climate-related risks using an action vs. impact matrix. Further work on this to understand the anticipated actions will be developed during 2024.

The Sustainability Steering Committee

Management responsibility for sustainability activities sits with the SSC. The SSC is a management committee chaired by the Group CEO with members drawn from risk, compliance and operations and the Company secretariat, and support from external specialists as required.

The SSC assists the Board with the development of the Group's Sustainability Strategy and targets, the oversight of social and environmental risks, and Calisen's compliance with both mandatory and appropriate climate-related voluntary disclosures, including but not limited to TCFD and SECR reporting. The SSC meets every month and oversees and directs the work of the Risk and Sustainability team.

Throughout 2023, the SSC has worked with the Risk and Sustainability team to develop action plans to deliver against the Sustainability Strategy.

Looking to 2024, we have committed to ensuring that key stakeholders have the relevant knowledge to drive the sustainability agenda and that all of our stakeholders understand the impact they can have.

The TCFD working group

This group oversees progress against the reporting recommendations of the TCFD and reports to the sustainability reporting sub-committee of the SSC. Although no longer a listed company, we have chosen to continue to voluntarily report on TCFD.

The Risk Committee

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

Management, employees and third parties

Recognising the importance of ESG and sustainability for our business, our Risk and Sustainability Director leads our response to the threats and opportunities across the risk and sustainability spectrum. The Risk and Sustainability Director leads the Risk and Sustainability team on the delivery of our Sustainability Strategy on a day-to-day basis, with guidance from both the SSC and, ultimately, the Board.

Objectives linked to remuneration

For details on objectives linked to remuneration, please see page 14 of this report.

Monitoring and review

The Risk Committee is responsible for monitoring and reviewing the risks and opportunities related to TCFD and TNFD. The Risk and Sustainability team manages the overall plan, and the overall objectives are monitored and challenged, if applicable, by the SSC. The Board conducts an annual review of our current position and ongoing action plan.



“We are proactively managing potential disruptions from supply chain issues, regulatory changes, and weather variability. We are also working with supply chain partners to ensure disaster recovery plans are in place, maintaining close contact with regulatory bodies, and equipping field teams with PPE and training to ensure their safety. Our proactive approach ensures operational excellence while prioritising employee health and safety and wellbeing.”

Helen Woodcock

Risk and Sustainability Director

CLIMATE- AND NATURE-RELATED RISKS AND OPPORTUNITIES

As per TCFD and TNFD, climate- and nature-related risks and opportunities can be categorised into the following groups: Transition (market, technology, policy and legal, and reputation) and Systemic (those that arise from the breakdown of the entire natural system rather than the failure of individual parts), Physical (chronic and acute).

Transition risks and opportunities

Definition: Risks and opportunities which are associated with transitioning to a low-carbon economy, including market, policy and legal, technology and reputational.

Market: Evolving consumer behaviour, particularly the deliberate shift towards sustainable products, could lead to increased demand for our services and products, for example EV chargers and heat pumps. However, this market change could lead to increased cost for the materials which we are dependent on, including the possible placement of restrictions on carbon-heavy raw materials. An increase in demand for our products could result in a loss of competitive advantage if a strategy is not designed and effectively implemented to meet this new demand and competitors successfully implement their own market strategies.

Policy and legal : A more stringent policy environment affecting our customers' business operations may cause market volatility.

Possible increased pricing of greenhouse gas (GHG) emitting fuels may encourage a consumer shift to more sustainable use of fuel and energy and in turn, the demand for our products and services may increase.

Potential changes to manufacturing regulations may require the redesign of our assets to make them more recyclable. However, this impact could affect the availability as well as longevity of our assets.

Possible requirements to make increased, nature- and climate-related financial disclosures could result in the mistaken reporting of incorrect information. In turn this could lead to non-compliance, fines, and the voiding of contracts.

Technology: Increased investment into technology to reduce emissions and to improve energy-efficiency ratings may result in increased demand for Calisen's products and services.

Due to the speed at which new sustainable technology is developing, if we are not aligned with the latest technological changes, this could result in us losing competitive advantage.

Reputational: Increased scrutiny from various stakeholders may impact our reputation if our sustainability performance is deemed to be slow compared to peers. Failure to meet stakeholder expectations could result in reduced demand for products and services. Successfully meeting or exceeding expectations could result in increased demand for products and services.

Physical risks

Definition: Risks and opportunities which are associated with the physical impacts of climate change can then be categorised further into acute (short-term high impact) or chronic (gradual or prolonged) risks.

Acute: In worst-case scenarios, flooding in the UK could submerge installed electric or gas assets, causing them to fail, meaning that they will need to be replaced. This could result in reputational impact if the efficiency of our products or services came into doubt. An increase in the frequency or severity of extreme weather events in the UK could also prevent engineers from installing or servicing installed assets.

Chronic: The efficiency of installed assets in the UK could be affected by a significant increase or decrease in the mean temperature. In turn, this could present a market risk if the efficiency of our products or services came into doubt. With regard to our supply chain, an increase in the frequency or severity of extreme weather events in Greece and China (which are key locations) could disrupt the travel of workers to factories, potentially delaying the production of assets. Similarly, there could be upstream disruption in transporting manufactured assets to customers.

Systemic risks and opportunities

We identified no systemic risks or opportunities.

Assessing resilience through scenario analysis

We stress-tested our strategy using various plausible scenarios in order to understand the potential impact of different risks and opportunities on the business. We focused on the core operations of metering assets, including key manufacturing locations in China and Greece, as well as a high-level assessment of EV chargers and heat pump operations.

Scenarios were developed in accordance with published Network for Greening the Financial System ("NGFS") scenarios, and tailored to meet the specific needs of the Company. See the table on page 66 for further details. We used our current strategy planning horizons, i.e. 0–1 year (short-term), 2–8 years (medium-term) and 9–30 years (long-term) (2030 and 2050), to overlay the output of this analysis with our current plans.

Climate- and nature-related risks and opportunities continued

Scenario	Hot House – current policies	Fragmented world	Net zero 2050 transition (leading to an "orderly" world)
Definition	<ul style="list-style-type: none"> All nations implement policies globally which are currently signed into law (e.g. no changing legislation, carbon price remains insignificant) Emissions continue on the current trend due to insufficient political pressure, leading to average global warming of 4–6°C Indifference to, or denial of, the imperatives of the climate crisis Litigation/policy/reputation risks = low Extreme physical risks both acute (fires, storms, extreme weather) and chronic (changes in sea level, gradual decrease of soil moisture) 	<ul style="list-style-type: none"> Global divergence in the response to climate change. Some countries take action to achieve net zero; others do not Policy stringency varies between sectors, e.g. assumes that climate policies are more stringent in the transportation and buildings sectors Both physical risks and transition risks are moderate to high (some physical impacts if action is too little, too late, leading to a snowball effect) Voluntary carbon markets, potential extreme requirements for "green" investors, EU, UK Fuel cost spikes due to uncertainty and changing economics 	<ul style="list-style-type: none"> Net CO₂ emissions will reach zero around 2050, giving at least a 50% chance of limiting global warming to below 1.5°C by the end of the century Physical risks are relatively low but transition risks are high Strong policy response including changes to permitting requirements Carbon prices increase steadily and strongly, but predictably Energy mix changes and energy price increases, hence GHG emissions are kept under control Consumers and workforce more aware – changing consumer habits
Most material risks/opportunities	<ul style="list-style-type: none"> Market demand could be limited for products and services UK weather variability – e.g. flooding Weather events affecting the supply chain, e.g. earthquakes, fires, flooding 	<ul style="list-style-type: none"> Market demand could increase for products and services UK weather variability – e.g. flooding Weather events affecting the supply chain, e.g. earthquakes, fires, flooding Changes in policy/regulation 	<ul style="list-style-type: none"> Market demand increases – immediate response Expansion into new technologies Changes in policy/regulation

The most impactful areas to Calisen, and those which would need the most management to keep within tolerance, were:

Supply chain disruption and the impact of chronic weather events on the production and availability of assets.

Action: we are working with our supply chains to understand their disaster recovery plans in these scenarios.

Changes in policy/regulations could have a material impact on our strategy, particularly if they are cancelled or changed significantly. This is closely linked with market demand and the need for products and services.

Action: We have a dedicated team in regular contact with regulatory bodies. We are a member of several working groups that monitor pending changes to regulation. This is also monitored and reported on internally, monthly.

UK weather variability and the health and wellbeing of our field engineers.

Action: Our field teams have been equipped with the relevant PPE and training to ensure they know how to stay safe in cold, hot and wet climates.

Assessing financial materiality

In this iteration, we did not collect specific financial information to determine the financial materiality of the risks and opportunities which we identified.

Instead, we have assessed materiality through mapping the degree of impact a risk or opportunity might have on Calisen, and the possible action required to control/exploit.

APPENDIX 1: TCFD CONTENT INDEX

Disclosure	Location
GOVERNANCE	
a) Describe the board's oversight of climate-related risks and opportunities.	Section 'Governance at Calisen', Pages 11-15; Section 'Governance', Page 42.
b) Describe management's role in assessing and managing climate-related risks and opportunities.	Section 'Governance at Calisen' Pages 11-15; Section 'Governance', Page 42.
STRATEGY	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term .	Section 'Climate and Nature-related Risks and Opportunities', Pages 43-44
b) Describe the impact of climate related risks and opportunities on the organization's businesses, strategy, and financial planning.	Section 'Climate and Nature-related Risks and Opportunities', Pages 43-44
c) Describe the resilience of the organization's strategy , taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Section 'Climate and Nature-related Risks and Opportunities', Pages 43-44
RISK MANAGEMENT	
a) Describe the organization's processes for identifying and assessing climate-related risks .	Section 'Governance at Calisen', Pages 11-15; Section 'Workshop Methodology', Page 42.
b) Describe the organization's processes for managing climate-related risks .	Section 'Governance at Calisen', Pages 11-15; Section 'Workshop Methodology', Page 42.
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management .	Section 'Governance at Calisen', Pages 11-15; Section 'Workshop Methodology', Page 42.
METRICS AND TARGETS	
a) Disclose the metrics used to assess climate related risks and opportunities in line with its strategy and risk management process.	Section 'Our progress', Pages 17-24.
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Section 'Our progress', Pages 17-24.
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Section 'Our progress', Pages 17-24; Section 'Our Priorities for 2024', Page 40.

APPENDIX 2: TNFD CONTENT INDEX

Disclosure	Location
GOVERNANCE	
a. Describe the board’s oversight of nature-related dependencies, impacts, risks and opportunities.	Section ‘Governance at Calisen’ Pages 11-15; Section ‘Governance’, Page 42.
b. Describe management’s role in assessing and managing nature-related dependencies, impacts, risks and opportunities.	Section ‘Governance at Calisen’ Pages 11-15; Section ‘Governance’, Page 42.
c. Describe the organisation’s human rights policies and engagement activities , and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organisation’s assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.	Section ‘Governance at Calisen’ Pages 11-15.
STRATEGY	
a. Describe the nature-related dependencies, impacts, risks and opportunities the organisation has identified over the short, medium and long term .	Section ‘Climate and Nature-related Risks and Opportunities’, Pages 43-44.
b. Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organisation’s business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place.	Section ‘Climate and Nature-related Risks and Opportunities’, Pages 43-44.
c. Describe the resilience of the organisation’s strategy to nature-related risks and opportunities, taking into consideration different scenarios.	Section ‘Climate and Nature-related Risks and Opportunities’, Pages 43-44.
d. Disclose the locations of assets and/or activities in the organisation’s direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	Section ‘Climate and Nature-related Risks and Opportunities’, Pages 43-44.
RISK MANAGEMENT	
a. i) Describe the organisation’s processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its direct operations .	Section ‘Governance at Calisen’, Pages 11-15; Section ‘Workshop Methodology’, Page 42.
b. ii) Describe the organisation’s processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain(s) .	Section ‘Governance at Calisen’, Pages 11-15; Section ‘Workshop Methodology’, Page 42.
c. Describe the organisation’s processes for monitoring nature-related dependencies, impacts, risks and opportunities .	Section ‘Governance at Calisen’, Pages 11-15; Section ‘Workshop Methodology’, Page 42.
d. Describe how processes for identifying, assessing, prioritising and monitoring nature-related risks are integrated into and inform the organisation’s overall risk management processes .	Section ‘Governance at Calisen’, Pages 11-15; Section ‘Workshop Methodology’, Page 42.
METRICS AND TARGETS	
a. Disclose the metrics used by the organisation to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.	Not assessed in this iteration of TNFD reporting.
b. Disclose the metrics used by the organisation to assess and manage dependencies and impacts on nature.	Not assessed in this iteration of TNFD reporting.
c. Describe the targets and goals used by the organisation to manage nature-related dependencies, impacts, risks and opportunities and its performance against these.	Not assessed in this iteration of TNFD reporting.

Definitions and abbreviations

The following definitions and abbreviations apply throughout this report unless the context otherwise requires:

A	
ARC	Audit and Risk Committee
AMC	Andys Man Club
B	
Board	the Board of Directors of the Company from time to time
Brexit	the UK's exit from the EU
C	
Calisen	Calisen Group (Holdings) Limited (formerly Calisen plc)
Calvin Capital	Calvin Capital Limited and its subsidiaries
CEO	Chief Executive Officer
CDP	Carbon Disclosure Project
Code	the UK Corporate Governance Code published in July 2018 by the Financial Reporting Council, as amended from time to time
Company	Calisen Group (Holdings) Limited (formerly Calisen plc)
Companies Act 2006 (or "the Act")	the Companies Act 2006 of England and Wales, as amended from time to time
Court	the High Court of Justice of England and Wales
D	
Directors	the Directors of the Company; "Director" means any one of them
DESNZ	the Department for Energy, Security and Net Zero
DNO	Distribution Network Operator
DTR	the disclosure guidance and transparency rules made by the FCA under Part VI of FSMA (as set out in the FCA Handbook), as amended from time to time
DEI	Diversity, Equity and Inclusion
E	
ESG	environmental, social and governance;
EU	the European Union
EVs	electric vehicles; "EV" means any of them
Executive Committee	the CEO and his direct reports
F	
FSB	Financial Stability Board
FTE	full-time equivalent number of employees
G	
Greenhouse Gas Protocol Corporate Accounting and Reporting Standard	the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard published by the World Business Council for Sustainable Development and the World Resources Institute, as amended from time to time
Green Revenue	revenue from carbon-reducing activities such as installation of smart meters and MPCs from smart meters
Grey Fleet	vehicle or vehicles that are owned and driven by an employee for business purposes
Group	the Company and its subsidiaries (as that term is defined in section 1159 of the Companies Act 2006)
GBP	Green Bond Principles
GHG	Green House Gas
H	
Health and Safety Executive	the UK's regulator for workplace health and safety
I	
ISMS	Information security management system
ICMA	International Capital Market Association
ISSB	International Sustainability Standards Board

Definitions and abbreviations continued

K

KPI Key Performance Indicator

KBT Keep Britain Tidy

L

LMA Loan Market Association

Lowri Beck Lowri Beck Holdings Limited, or the group consisting of Lowri Beck Holdings Limited and its affiliates, parents or subsidiaries, as applicable

M

MAP Meter Asset Provision or Meter Asset Provider (as the context requires)

Mental Health First Aiders the Company's employees trained to be mental health first aiders

MYZ Manchester Youth Zone

N

NICEIC National Inspection Council for Electrical Installation Contracting

NEET young people that are not in education, employment or training

NCR Nonconformance Report

NGFS Network for Greening the Financial System

O

Ofgem Office of Gas and Electricity Markets, the regulator for gas and electricity markets in Great Britain

OZEV the Office for Zero Emission Vehicles (formerly the Office for Low Emission Vehicles or OLEV)

P

Paris Agreement the legally binding international treaty on climate change which was adopted by 196 parties at COP 21 in Paris on 12 December 2015 and entered into force on 4 November 2016

PMI Plug Me In Limited or the group consisting of Plug Me In Limited and its affiliates, parents or subsidiaries, as applicable

R

RIDDOR Reporting of Injuries, Diseases and Dangerous Occurrences Regulations;

S

SDG UN Sustainable Development Goals

SECR Streamlined Energy and Carbon Reporting as set out in Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 and the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018;

SMETS2 the second generation of Smart Metering Equipment Technical Specification

SMIP Smart Meter Implementation Programme

SOLR supplier of last resort

SSC the Company's Sustainability Steering Committee chaired by Calisen's CEO

T

TCFD Task Force on Climate-related Financial Disclosures

TNFD Task Force on Nature-related Financial Disclosures

U

UN Sustainable Development Goal 7 one of the United Nations' 17 Sustainable Development Goals. Goal 7 is to ensure access to affordable, reliable, sustainable and modern energy for all

W

WYZ Wigan Youth Zone



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M2 1HW

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