# Ampa Group

# Climate Transition Plan

September 2026

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# Our Climate Transition Plan at a Glance

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# Introduction

We're proud to share Ampa Group's first Climate Transition Plan, a key step in our commitment to taking action for the environment. Built in line with the Transition Plan Taskforce (TPT) Disclosure Framework, this plan has been shaped by input from stakeholders across Ampa Group and formally approved by our Executive.

This is our roadmap for how we will:

- cut emissions in line with climate science,
- build a more resilient Ampa Group, and
- contribute to wider economic and societal transformation.

The plan sits within the *Taking Action for the Environment* pillar of our Responsible Business Framework which guides our efforts to be bigger, better and braver in embedding responsible business across Ampa Group.

To stay transparent and accountable, we will review and update the plan every three years, in line with TPT guidance, and report progress annually through our Impact Report.

## Unlocking Potential for Good

Ampa Group's Climate Transition Plan is a core element of our wider strategy, directly contributing to our purpose of Unlocking Potential for Good and reinforcing our commitment to being both purposeful and profitable. Bringing to life the 'Power of &', the plan demonstrates that decarbonisation, efficiency, and long-term commercial performance go hand in hand.

Our ambition to reach net zero is a direct expression of this purpose: unlocking potential for our clients, our people, and our communities depends on a stable climate, a thriving environment, and a fair transition to a low-carbon economy. Through comprehensive action across our value chain, we are strengthening our own resilience while helping to shape the long-term success of those we support, ensuring we remain sustainably profitable as we play our part in tackling the climate crisis.

## Objectives


### Decarbonising Ampa Group

The ultimate ambition of Ampa Group's Climate Transition Plan is to drive rapid and sustained emissions reductions across our entire value chain to:

- align with the 1.5˚C goal of the Paris Agreement,
- meet our Science Based Targets initiative (SBTi)-validated near-term targets by 2031, and
- reach net zero greenhouse gas (GHG) emissions by 2050.

### Enhancing our Climate Resilience

Enhancing our climate resilience means that we must understand the risks ahead and be ready to respond. To achieve this, we've carried out a double materiality assessment across our operations and value chain to identify the climate-related risks and opportunities that matter most.

### Supporting Economy-Wide Transformation

Addressing climate change requires collective action across sectors and value chains. We are committed to driving meaningful change beyond our own footprint by:

- supporting clients on their ESG journeys,
- engaging with our suppliers,
- contributing to sector collaboration, and
- supporting global climate action through beyond value chain mitigation.

# Our Foundations

## Our Targets

The overarching ambition of this plan is to achieve net zero emissions across our value chain by 2050 in line with climate science. Further targets have been developed to support our other strategic ambitions as follows.

Key:

- Decarbonise Ampa Group
- Enhance Ampa Group's Climate Resilience
- Support Economy-Wide Transformation

- Reach net zero across our full value chain by FY2050, achieving a 90% reduction in scopes 1, 2 and 3.
- Achieve a 46.2% reduction in scope 1 and 2 emissions by FY2031.
- Procure 100% renewable electricity across all our hubs by FY2031.
- Achieve a 46.2% reduction in scope 3 emissions by FY2031.
- Increase our Best Companies survey environmental perceptions score from 5.17 to at least 6.0 by 2031.
- Contribute to beyond value chain mitigation through procuring high-quality carbon credits each year.
- 65% of our suppliers by emissions to have set science-based targets by FY2031.
- 50 of our people per year to go through Carbon Literacy Training.

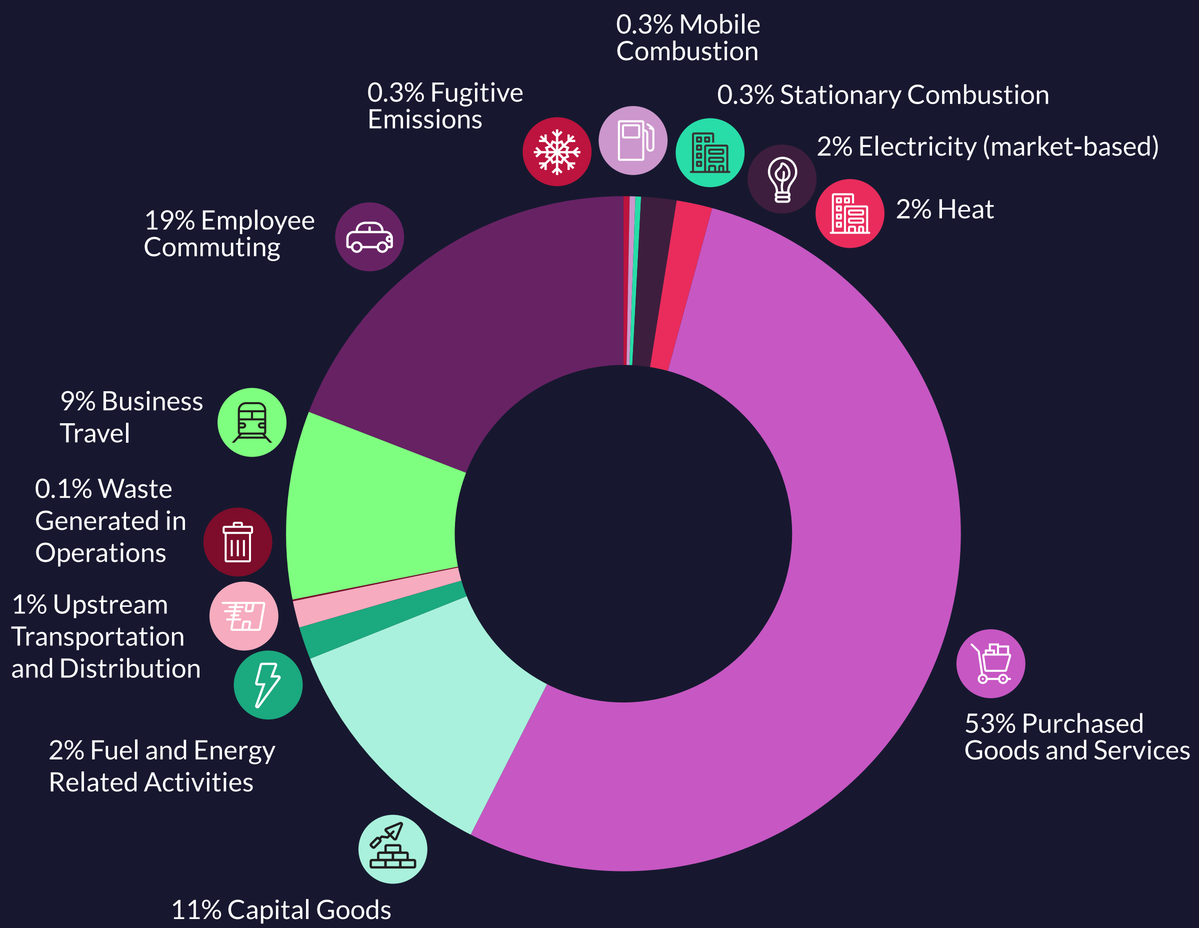
## Net Zero Targets Full Disclosure

The following science-based near and long-term targets have been verified by the SBTi.

| | Scope 1 and 2 | Scope 3 | Supplier Engagement |
|---|---|---|---|
| Metric/unit | $tCO_2e$ | $tCO_2e$ | % of suppliers by emissions |
| Base year | FY2024 | FY2024 | FY2024 |
| Near-term target | Reduce absolute scope 1 & 2 emissions 46.2% by FY2031 (market-based) | Reduce absolute scope 3 emissions from purchased goods and services, capital goods, upstream transportation and distribution, waste generated in operations, business travel and employee commuting 46.2% by FY2031 | 65% of suppliers by emissions covering purchased goods and services, capital goods and upstream transportation and distribution will have science-based targets by FY2031 |
| Net zero target | Reduce absolute scope 1 & 2 emissions 90% by FY2050 (market-based) | Reduce absolute scope 3 emissions 90% by FY2050 | N/A |
| Target type | Absolute | Absolute | Engagement |
| Boundary | 95% of our scope 1 & 2 emissions are included in our near-term target. This includes mobile combustion, stationary combustion, electricity, heat and 28% of fugitive emissions.<br><br>95% of our scope 1 & 2 emissions across all categories are included in our net zero target. | 67% of our scope 3 emissions are included in our near-term absolute and engagement targets. This includes business travel, waste, 82% of emissions from purchased goods and services, capital goods and upstream transportation and distribution, and 2% of employee commuting.<br><br>90% of our scope 3 emissions across all categories are included in our net zero target. | |
| Aligned international climate agreements | Aligned with Paris Agreement goal of limiting warming to 1.5˚C | Aligned with Paris Agreement goal of limiting warming to 1.5˚C | N/A |

## Our Baseline

Our 2024-2025 financial year (1st May 2024 – 30th April 2025) forms the baseline for our science-based targets. This year has been selected as our baseline because it represents the first comprehensive quantification of all relevant scope 1, 2 and 3 categories for Ampa Group.




| Category | 2024-2025 GHG Emissions ($tCO_2e$) Total/ (in scope of SBTi)* |
|---|---|
| **Scope 1** | **35.98** |
| Fugitive Emissions | 12.74 |
| Mobile Combustion | 11.69 |
| Sationary Combustion | 11.56 |
| **Scope 2 Market-based** | **146.32** |
| **Scope 2 Location-based** | **240.36** |
| Purchased Electricity Market-based | 72.52 |
| Purchased Electricity Location-based | 166.56 |
| Purchased Heating | 73.80 |
| **Scope 3** | **4,116.68 (4,042.55)*** |
| Purchased Goods and Services | 2,288.62 |
| Capital Goods | 493.69 |
| Fuel and Energy Related Activities | 66.94 |
| Upstream Transportation and Distribution | 54.91 |
| Waste Generated within Operations | 3.36 |
| Business Travel | 387.27 (364.14)* |
| Employee Commuting | 821.89 (770.89)* |
| **Total Emissions Market-based** | **4,298.98 (4,224.86)*** |
| **Total Emissions Location-based** | **4,393.02 (4,318.89)*** |
| **Intensity Metrics Market-based** | |
| $tCO_2e$/employee FTE | 3.16 |
| $tCO_2e$/£million revenue | 33.12 |

* It is important to note that not all emissions are within scope of our SBTi targets. Where the emissions in scope of our SBTi target differs from our total inventory, the SBTi figure is denoted in brackets. The in-scope figure is slightly lower as it excludes hotel stays within business travel and home working emissions within employee commuting, as per SBTi requirements.

### Third Party Assurance

Our 2024-25 GHG inventory has been verified at the limited level of assurance to ISO 14064-1:2018. The verification has been undertaken by UKAS-accredited verification body, Interface NRM, with a materiality threshold of 5%.

interface UKAS VALIDATION & VERIFICATION 7008 ISO 14064-1

### Methodology

Our emissions are calculated in line with the GHG Protocol using third-party accounting software, Normative. See Appendix A for more detail on our methodology.

# Implementation Plan

Our targets set a clear direction, but it is our actions that will deliver change. This implementation plan focusses on actions required to meet our near-term targets while also identifying longer-term measures where possible. It will be refreshed every 3 years to reflect progress, evolving best practice, and our trajectory toward achieving net zero by 2050.

## Our Operations

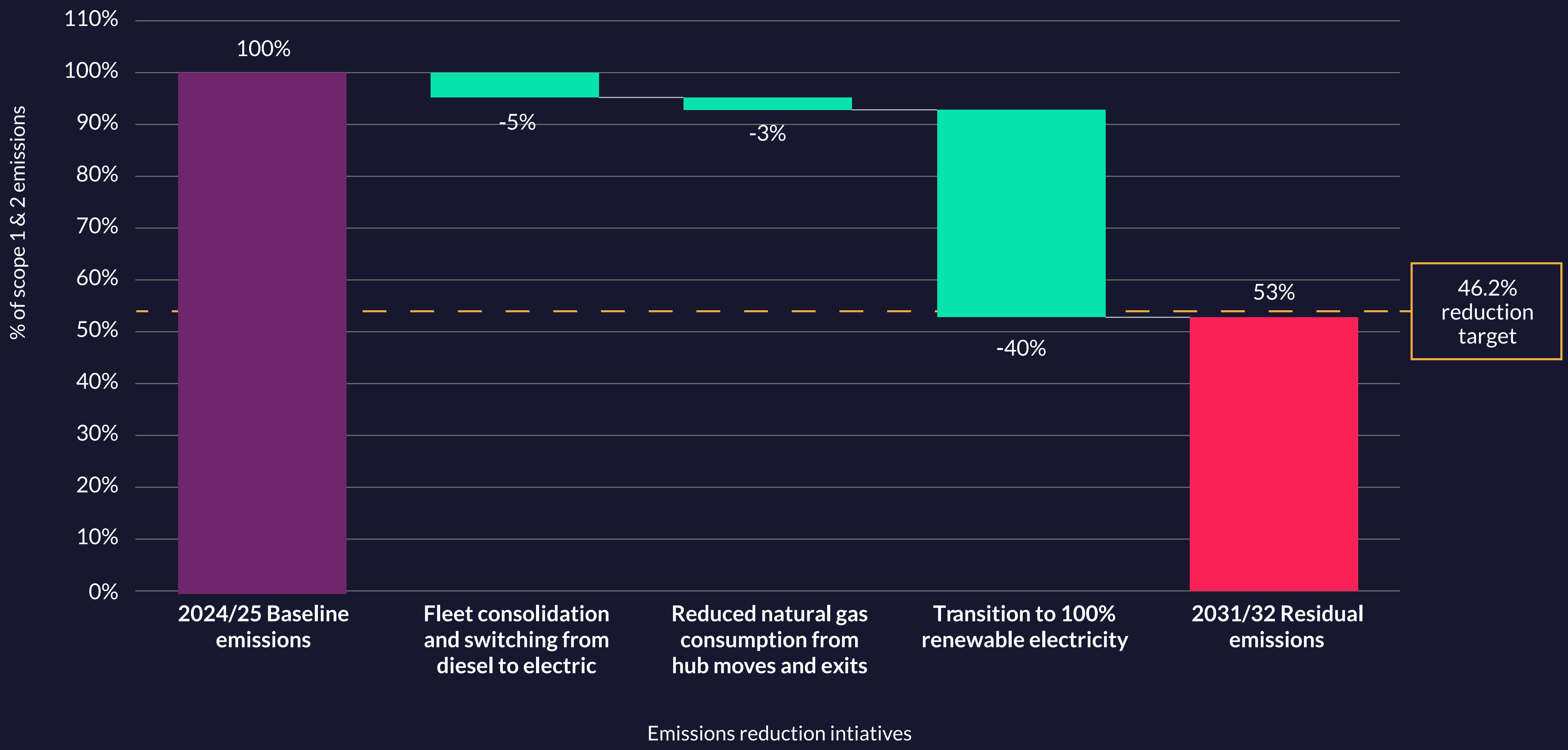
Our operational emissions, scopes 1 and 2, are those directly under our control, and we aim to reduce them by 46.2% by 2031 and by 90% by 2050. Our short-term priority is to shift fully to renewable electricity and away from gas heating, ultimately phasing out gas entirely from our portfolio.

**Scope 1 and 2 Implementation Plan**

| Category | Lever | Actions | Timeframe | | | |
|---|---|---|---|---|---|---|
| | | | Implemented | 0-2 years | 2-6 years | 6+ years |
| Mobile Combustion | Fleet consolidation | Reduce fleet from three vans to one. | ✓ | | | |
| | Switch to electric van | Switch remaining diesel van to electric at the end of current lease. | | ✓ | | |
| Stationary Combustion and Heat | Upgrading or moving our hubs | Since our baseline year we have already exited or moved from some of our hubs that used gas for heating. | ✓ | | | |
| | | Prioritise gas-free buildings for all future hub moves and additions. | | ✓ | | |
| | | Eliminate gas use completely across all hubs by 2050. | | | | ✓ |
| | Data gathering | Continue to engage with our landlords to improve completeness of gas data across our hubs | | ✓ | | |
| Electricity | Switch to renewable electricity | Procure 100% renewable electricity across all hubs, ensuring contracts are renewed/negotiated such that there is no gap in coverage. | | | ✓ | |
| | Energy efficiency | Continue to identify and implement energy saving initiatives identified through our ESOS audits. | | | ✓ | |
| | Data gathering | Continue to engage with our landlords to improve completeness of electricity data across our hubs. | | ✓ | | |

## Our Operations

We've modelled the combined impact of these actions, and they are expected to deliver a 47% reduction in scope 1 and 2 emissions by 2031, just exceeding our target of 46.2%.



## Our Value Chain

Scope 3 makes up 96% of our footprint and to achieve our strategic ambition of fully decarbonising Ampa Group, we must transition our entire value chain to net zero. To achieve this, we will focus on collaborating with stakeholders across our value chain to reduce emissions and improve data quality.

**Scope 3 Implementation Plan**

| Category | Lever | Actions | Timeframe | | | |
|---|---|---|---|---|---|---|
| | | | Implemented | 0-2 years | 2-6 years | 6+ years |
| Purchased goods and services, Upstream transportation and distribution and Capital Goods | Adapting our procurement processes | We are developing a set of Responsible Supplier Expectations for our key suppliers to measure and reduce their emissions and commit to their own SBTi targets | | ⏱ | | |
| | | We are embedding sustainability within our Procurement Policy and Supplier Code of Conduct. | | ⏱ | | |
| | | We are embedding GHG-related questions in supplier onboarding processes. | | ⏱ | | |
| | | Embed GHG-related clauses in key supplier contracts, monitoring progress as part of ongoing reviews. | | ⏱ | | |
| | Supplier engagement | Engage with our key suppliers to understand their progress against our expectations and support them to progress towards SBTi validation. | | ⏱ | | |
| | Data gathering | Request GHG-related data from key suppliers annually to improve our data quality. | | ⏱ | | |
| Waste | Engagement | Programme of engagement, training and improved signage to cut waste and boost recycling. | | | ⏱ | |
| | Reduce waste from hub fit outs | Maintain 80% reuse or recycling rate for hub fit outs. | | ⏱ | | |
| | Data gathering | Continue to improve and align measurement of waste across our hubs. | | ⏱ | | |
| Business travel | Policy | Evolve our travel policy to encourage a virtual-first approach and to provide a clear hierarchy for selecting mode of travel. | | ⏱ | | |
| | Incentivise and reward sustainable travel | Explore incentives for sustainable travel based on colleague feedback. | | ⏱ | | |
| | Reduce travel | Explore ways to reduce our travel whilst retaining our culture and ability to collaborate. This will include defining principles for maximising the value of time spent in-person. | | ⏱ | | |
| | Engagement | Run a programme of engagement to remind people of our travel policy and provide progress updates. | | | ⏱ | |
| | Data gathering | Continue to increase the proportion of travel being booked through our travel management company to improve data quality and completeness. | | | ⏱ | |
| Employee commuting | Data gathering | Improve the response rate to our annual commuting survey through greater engagement and incentivisation. | | ⏱ | | |
| | Salary sacrifice schemes | We have implemented cycle-to-work and EV salary sacrifice schemes to help people to commute more sustainably. | ✓ | | | |
| | Provision of facilities | Continue to seek hubs that support sustainable commuting through provision of EV charging, secure bike storage, lockers and shower facilities. | | | ⏱ | |
| | Empowered working | Maintain and promote our empowered working approach to reduce the need for unnecessary travel. | | | ⏱ | |

## Key Dependencies

Meaningful decarbonisation doesn't happen in isolation. Some of the change we need relies on wider systems shifting too. Based on our most material emission sources, we've identified four critical external dependencies.

### Supply Chain Decarbonisation

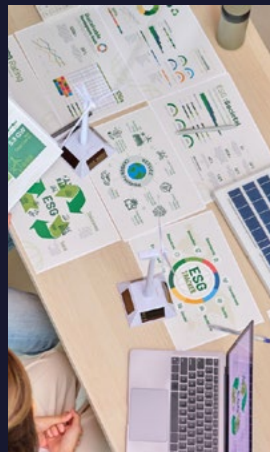
Our supply chain represents the largest share of our emissions. We're strengthening our approach to responsible procurement, including working with our suppliers to set their own science-based targets. However, we depend on suppliers to reduce their own emissions and provide reliable emissions data. We'll continue to work closely with our suppliers, but wider policy and regulatory measures will be critical to accelerate value chain reductions.

### Sustainable Travel Infrastructure

Business travel and commuting are major contributors to our GHG footprint. Although we are introducing measures to promote sustainable travel choices, further reductions will rely on increased affordability and accessibility of EVs, better national EV charging coverage, and the continued electrification of UK transport networks. Government policy and investment will be essential to our progress.

### Sustainable Workspaces

Operating entirely from leased office hubs limits our direct control over energy systems and building performance. We will work closely with our landlords to encourage greater efficiency and the transition away from fossil fuel heating, but progress will also depend on grid decarbonisation, stronger commercial building standards, and policy support for low-carbon heating and retrofit.



### Data Availability

Robust climate action requires robust data. Much of our emissions data sits outside of our direct control, including utilities information held by landlords and supplier emissions data. We're strengthening data collection with landlords and suppliers, but high-quality, consistent data across our value chain is essential.

## How our Services Support the Transition to Net Zero

The breadth of expertise and services across Ampa Group are a powerful lever in delivering our Climate Transition Plan. We're uniquely positioned to influence climate action beyond our own footprint, helping clients adapt, decarbonise and build resilience. Across our brands, we continue to evolve our offerings to ensure they actively support clients in the transition to net zero whilst strengthening our own long-term resilience.

SHAKESPEARE MARTINEAU

### Shakespeare Martineau's ESG Law and Advice

Shakespeare Martineau supports clients across a wide range of ESG services, including advising on:

- clean energy and infrastructure projects,
- biodiversity net gain and sustainable land use,
- environmental risks and disputes,
- responsible supply chain management, and
- reporting and disclosures.

To bring these established capabilities together, we will formally launch our ESG and Climate Change Desk in 2026, providing a dedicated and coordinated route for clients seeking climate and ESG support.

Marrons

### Marrons' Sustainable Planning

At Marrons, our design, planning and development consultancy, our planners assess every project through the lens of sustainability, guided by the National Planning Policy Framework (NPPF). All proposals address:

- climate change,
- flood risk, and
- protection and enhancement of the natural environment.

This ensures schemes minimise risk, support climate resilience, and deliver positive environmental outcomes.

## Our Climate Resilience

This section presents the results of an initial assessment of our key climate-related risks and opportunities, informed by a double materiality assessment. This assessment provides a foundation for understanding the most material issues for consideration within our transition planning. Looking ahead, we intend to build on this in the next iteration of our Climate Transition Plan by undertaking a more comprehensive climate scenario analysis. This will provide a more robust basis for strategic planning, forecasting and the development of targeted resilience measures.

In addition, as part of our upcoming B Corp recertification, we will be reviewing how we can strengthen client due diligence to better reflect environmental risks and opportunities, and this will be incorporated into the next iteration of our Climate Transition Plan.

<table>
<tr><th>Risk/ Opportunity</th><th>Risk/ Opportunity Type</th><th>Potential Impacts</th><th>Mitigation Actions</th></tr>
<tr><td rowspan="10">Risks</td><td rowspan="3">Physical risks such as flooding, extreme weather events and temperatures</td><td>Service disruption due to impacts on infrastructure and ability of our people to travel to our hubs and client meetings</td><td>Business continuity planning and continued ability of our people to work remotely</td></tr>
<tr><td>Supply chain disruption causing increased costs, delays and availability issues</td><td>Regular engagement with suppliers on climate risks and opportunities</td></tr>
<tr><td>Temperature extremes may lead to greater energy demand to heat and cool our hubs</td><td>Continue to seek energy-efficient hub locations and engage with landlords on energy efficiency measures</td></tr>
<tr><td rowspan="3">Transition risks - reputational</td><td>Stakeholder perception of greenwashing if there is a mismatch between messaging and performance</td><td rowspan="3">Transparent reporting<br>Third-party assurance of climate data<br>Publish regular progress updates<br>Communicate transparently withz our people and clients</td></tr>
<tr><td>Potential to lose work from climate-conscious clients if not seen to be taking action</td></tr>
<tr><td>Reduced staff and talent attraction and retention</td></tr>
<tr><td rowspan="4">Transition risks - financial</td><td>Increased regulatory requirements</td><td rowspan="4">Continue to monitor the financial implications of delivering this plan<br>Undertake more detailed climate scenario analysis to provide greater insight into long-term financial impacts<br>Continue horizon scanning of regulatory requirements</td></tr>
<tr><td>Greater costs of offsetting</td></tr>
<tr><td>Cost of decarbonising operations</td></tr>
<tr><td>Changes driven by the physical impacts of climate change and the transition to a low-carbon economy may alter client demand across key sectors we serve - failure to anticipate or adapt to these shifts could result in loss of revenue</td></tr>
<tr><td rowspan="3">Opportunities</td><td rowspan="2">Transition opportunities - financial</td><td>Potential for cost savings due to greater energy efficiency and reduced/more efficient travel</td><td>Implement energy and travel efficiency measures as part of wider transition plan</td></tr>
<tr><td>Potential to grow revenue from transition-aligned services</td><td>Continue to evolve our offerings to ensure they actively support clients in the transition to net zero whilst strengthening our own long-term resilience</td></tr>
<tr><td>Transition opportunities - reputational</td><td>Potential to gain a reputation of climate leadership - greater talent and client retention</td><td>Continue to align with best practice and communicate this both internally and externally</td></tr>
</table>

## Our Supporting Policies

Implementation of our Climate Transition Plan is supported by several key policies and standards that guide our people and suppliers in contributing to our climate ambitions.

### Sustainability Statement

Defines our environmental commitments and objectives, including our science-based targets, Climate Transition Plan, use of carbon credits and engagement with our supply chain.

### Environmental Procedures

Defines the procedures within our Environmental Management System, covering waste, recycling, environmental risk assessment, and the responsibilities of our people, the Board and our Net Zero Heroes in delivering these.

### Procurement Policy

Establishes a consistent, best-practice approach to procurement, including requirements for suppliers to meet required environmental and ethical standards.

### Supplier Code of Conduct and Responsible Business Supplier Expectations

Supplier Code of Conduct: Sets minimum standards for all suppliers, aligned to our B Corp commitments and climate targets.

Responsible Business Supplier Expectations: We are developing a set of enhanced requirements for key suppliers, including annual GHG reporting, target-setting and reduction plans.

### Expenses Policy

We are evolving our Expenses Policy to cover all group-wide travel, setting clear expectations and principles for sustainable travel.

## Financial Planning

Delivering this plan requires resources and investment and we've built this into our financial planning from the outset.

### Impact on our Financial Position

Based on current modelling, we do not expect this plan to have a material impact on Ampa Group's financial position. This is because:

- whilst some actions will incur costs, others generate savings, and
- many of our actions are integrated with existing business priorities.

Estimated costs and savings for each action have been assessed and approved by our Executive. Actual spend will continue to be managed through our standard financial planning and budget approval processes.

### Monitoring and Future Considerations

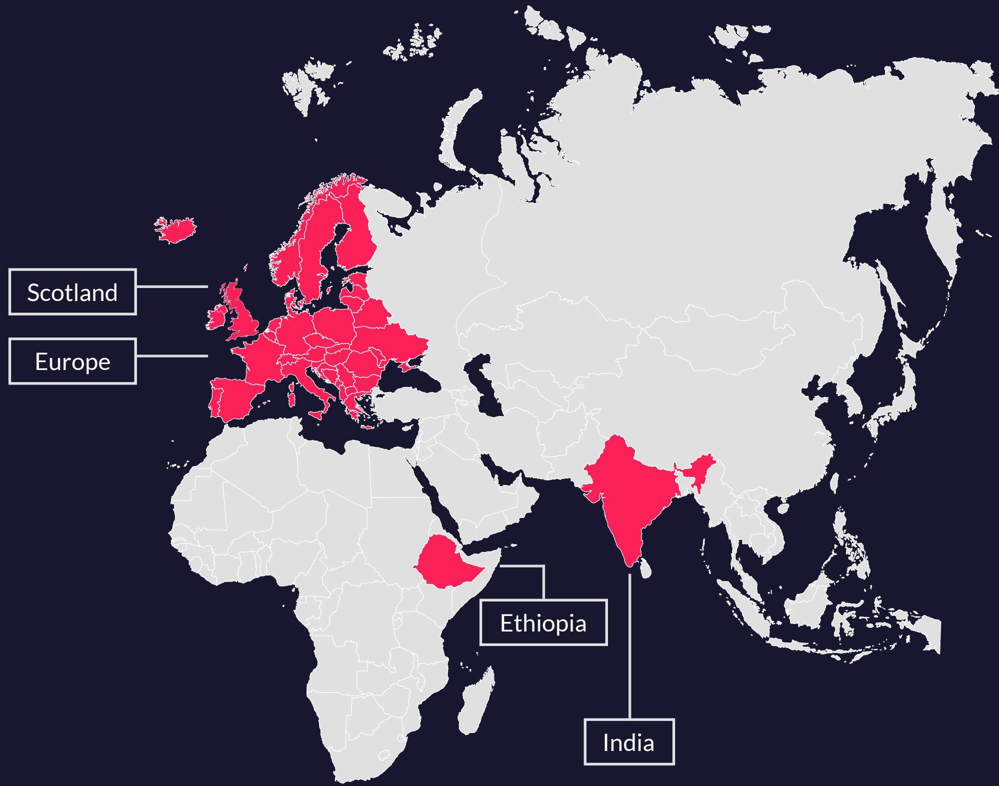
We will continue to monitor the financial implications of delivering this plan and report any material impacts through our existing financial reporting processes. If the Group grows significantly, including through mergers or acquisitions, we will reassess the resources required to deliver our commitments.

## Our Approach to Carbon Credits

Reducing emissions across our operations and value chain remains the primary focus of Ampa Group's Climate Transition Plan. Carbon credits do not currently contribute to the decarbonisation of our business. However, alongside the actions in this plan, we support global climate action through the purchase of high-quality carbon credits: not as offsets, but as part of our commitment to beyond value chain mitigation.

Over time, we will scale up our contributions so that by the time we reach our Net Zero target, we will be using high-quality, high-permanence carbon removals to neutralise any residual emissions we're unable to eliminate in line with SBTi requirements.

We contribute to beyond value chain mitigation through purchasing high-integrity carbon credits that align with our 7 guiding principles set out in our last **Impact Report**. Our principles draw on leading frameworks including the SBTi, Oxford Principles and ICVCM Core Carbon Principles.




## 2024/25 Carbon Credits

Each project type has strengths and limitations, with no single approach meeting all criteria. To maximise impact, we are building a balanced portfolio that considers permanence, co-benefits and technological maturity, selecting projects through our partner Climate Impact Partners.

In 2024/25, we purchased credits equivalent to 17% of our total footprint, as detailed in the following table.

## Looking Forward

Through our partnership with Climate Impact Partners, we have committed to purchasing a total of 2,130 $tCO_2e$ of credits over a three-year period (2026-2028). These credits will be purchased from the same projects we supported in 2024/25, providing greater stability and certainty to project developers.

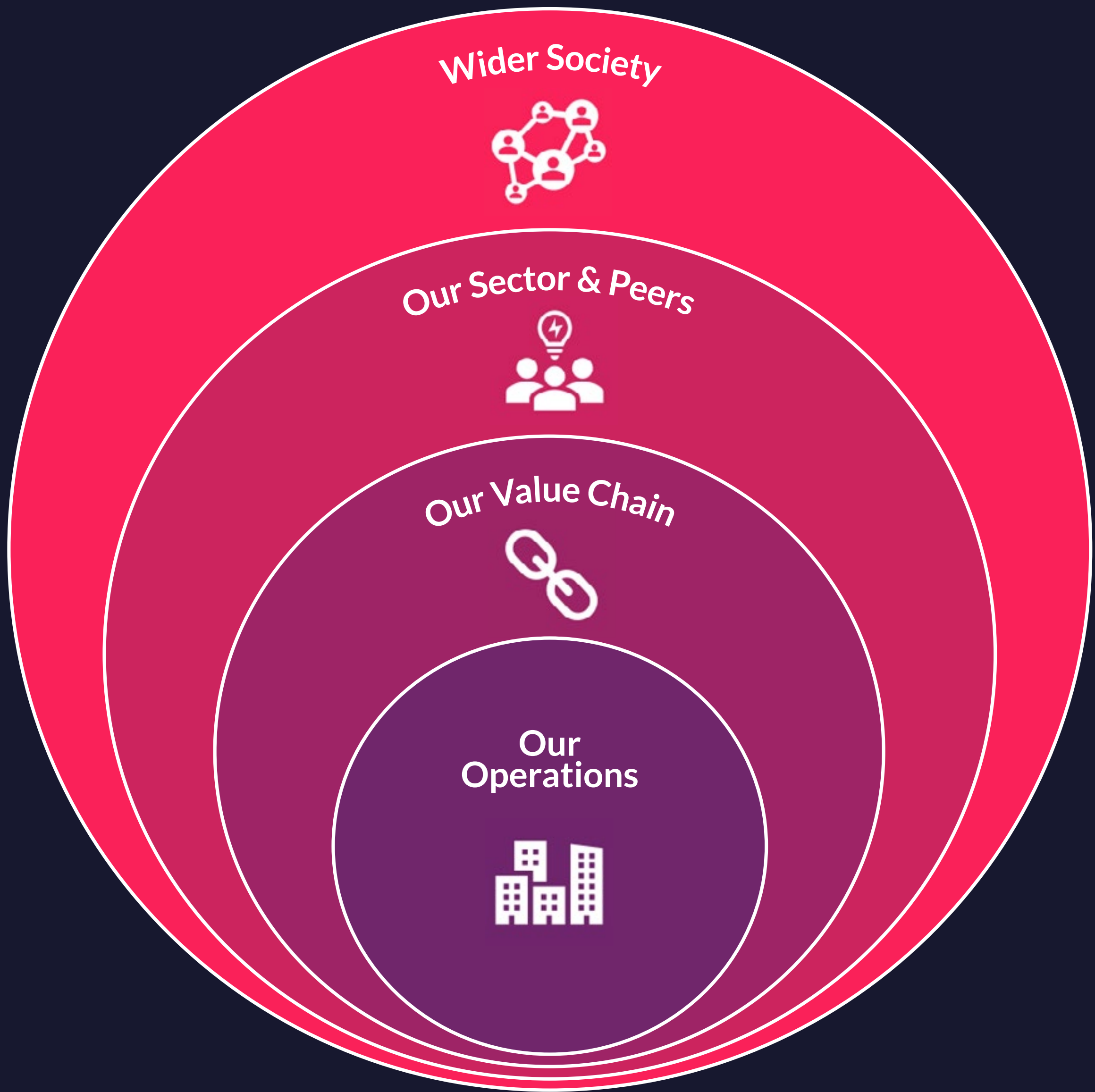
| Project | Project Type | Project Mechanism | Verification | SDGs Supported | Credits Purchased |
|---|---|---|---|---|---|
| Trossachs Highland Afforestation, Scotland UK | Nature-based | Removal | UK Woodland Carbon Code | 8, 13, 15 | 261 |
| Saliscro Peatland Restoration, Scotland UK | Nature-based | Reduction and Removal | UK Peatland Carbon Code | 13, 14, 15 | 175 |
| Smallholder Farmers Artisanal Biochar, India | Engineered | Removal | Global C-Sink | 1, 4, 13, 15 | 60 |
| Community Woodland Restoration, Ethiopia | Nature-based | Reduction & Removal | Plan Vivo | 1, 2, 5, 8, 13, 15 | 175 |
| Agreena Regenerative Agriculture, Europe | Nature-based | Reduction & Removal | Verra Verified Carbon Standard | 2, 13, 15 | 50 |
| | | | | **Total** | 721 $tCO_2e$ |

# Engagement Plan

## Our Stakeholders

With 96% of our GHG emissions in Scope 3, meaningful decarbonisation depends on strong collaboration with our people, value chain and sector peers. This diagram depicts our stakeholder mapping and spheres of influence.

We have developed a comprehensive stakeholder engagement plan to ensure all key stakeholder groups are informed, represented and actively involved in our climate transition. Our plan leverages our spheres of influence across our value chain and wider networks to maximise our climate impact. More detail on our stakeholder engagement plan is detailed on the next page.



## Engaging our Stakeholders

Below is a summary of our stakeholder groups and approach for engaging them in the delivery of our Climate Transition Plan.

| Group | Key Stakeholders | Description | Engagement Approach |
|---|---|---|---|
| Operations | Ampa Group's people | All our direct employees and members | • Regular climate updates via internal newsletters, webinars and intranet.<br>• Hub-specific communications to build local ownership.<br>• Rollout of Carbon Literacy Training, starting with those who have direct responsibility for delivery of this plan.<br>• Exploring a shorter mandatory training module for all our people.<br>• Feedback gathered through the Best Companies survey. |
| Value Chain | Landlords | Owners and managing agents of the office hubs that we lease | • Ongoing engagement on energy efficiency, renewable electricity and improved data. |
| | Suppliers | Organisations and individuals that supply goods or services to Ampa Group | • Clear climate expectations embedded in tenders, onboarding and contracts.<br>• Regular engagement to monitor progress and gather GHG data.<br>• Engagement during double materiality assessment to understand climate impacts and opportunities.<br>• Explore opportunities to share knowledge and best practice. |
| | Clients | Organisations and individuals that engage Ampa Group for legal and professional services | • Joint events, panels and workshops to champion climate action.<br>• ESG legal and advisory services.<br>• Engagement during double materiality assessment to understand climate impacts and opportunities. |
| Sector & Peers | Other legal and professional services companies | Sector peers within the legal and professional services industries | • Continue to be active members of the Legal Sustainability Alliance (LSA).<br>• Continue to participate in LSA working groups on business travel, procurement and engagement. |
| | Regulatory, professional and sector bodies (e.g. SRA) | Organisations that manage standards, codes of conduct, and compliance in the sectors in which we operate | • Engagement and participation in consultations and working groups to help shape sector climate standards. |
| | Purpose and impact certification and advocacy partners | Organisations that promote or assess responsible practices, such as Anthropy, B Lab and the Better Business Network | • Participate in and co-host events and panels to share climate strategies, challenges and innovations. |
| Wider Society | Charity partners & local communities | Charities and community groups either partnered with us or connected to local areas we operate within | • Our Responsible Business Champions coordinate volunteering and local partnerships that support social and environmental impact.<br>• Increasing focus on opportunities aligned with our Climate Transition Plan. |
| | UK Government | National and local government bodies that set and enforce climate policy | • Teams across the Group (risk, finance, responsible business) monitor evolving climate legislation and ensure compliance. |

# Embedding Climate at Ampa Group

**Risk & Security Committee**

Acts on behalf of the Board to assess the Group's risk appetite, emerging risks and mitigation measures, including oversight of climate-related risks.

## Governance

Strong climate governance is essential for our transition to net zero. We're building a culture where climate risks and opportunities are understood across Ampa Group, supported by clear structures, roles and responsibilities.

**The Board**

Provides strategic leadership and approves the Group's overall direction and annual budget. For climate governance, the Board oversees matters of significant strategic importance, including decisions that influence long-term direction, major investments and key governance issues.

**The Exec**

Responsible for day-to-day delivery of our group strategy and the management of operations, including the implementation of this plan. The Exec leads operational and strategic decision-making on climate, monitors progress and performance, and escalates key issues to the Board where needed.

**Responsible Business Team**

Leads the development and oversees delivery of our Climate Transition Plan. Key responsibilities include:

- setting targets and strategy,
- reporting progress,
- supporting Net Zero Heroes to deliver against the plan,
- coordinating climate engagement and upskilling, and
- providing regular updates to the Exec.

**Net Zero Heroes**

Key stakeholders across Ampa Group with accountability for operational and supply chain projects set out in our Transition Plan. The Net Zero Heroes are responsible for ensuring actions in their respective areas of the business are aligned with our climate ambitions.

## Culture and Engagement

Achieving our climate ambitions relies on a culture where all our people feel empowered to contribute, whether by reducing emissions, strengthening our resilience or supporting wider climate action.

We support our people to make sustainable choices through:

- access to flexible benefits including our EV, cycle-to-work and travel loan schemes,
- volunteering opportunities linked to climate and nature delivered through our Responsible Business Champions and charity partners, and
- encouraging all our people to take two days of volunteering each year.

We keep our people engaged and informed through regular climate updates and gather feedback on our environmental impact through our Best Companies survey.

## Upskilling our People

To upskill our people, we will roll out Carbon Literacy Training. Roll-out will begin with those who have direct responsibility for delivery of this plan before offering the training out more widely, aiming to put 50 people through the training per year. Because Carbon Literacy Training represents a significant time commitment, we will also explore the development of a shorter training module on climate science for all our people to complete.

## Remuneration

We recognise that aligning incentives with our climate ambitions will help accelerate progress. While our current remuneration framework does not explicitly incorporate climate metrics, we will explore how we can integrate this going forwards. We will ensure our approach supports our ambitions without creating unnecessary impact on the business.

# Looking Ahead

Ampa Group's first Climate Transition Plan marks a key milestone in our environmental journey. With science based targets, strong governance, and climate embedded across our operations, value chain and services, we have a solid foundation for long term impact.

We are clear on what we can control and transparent about the external dependencies that influence our progress. Collaboration with landlords, suppliers, clients and sector peers will be essential to reduce emissions across our value chain and to strengthen our resilience.

This plan sets the direction but is only the start. We are committed to continuous improvement, guided by better data, evolving best practice and ongoing engagement across the Group. We will report progress annually through our Impact Report and update this plan every three years to remain aligned with our broader strategy, regulatory context and business growth.

# Appendix

## Appendix A: GHG Accounting Methodology

### Base Year Recalculation Policy

Ampa Group operates a 'House of Brands' strategy in which several mergers and acquisitions (M&A) have taken place. It is likely that the group will continue to grow, and the structure and operations of the group may change. To ensure we retain a representative base year, we have a threshold of 5% for base year recalculation. If there is a change of 5% or more in base year emissions we will recalculate and restate our base year. This threshold will consider:

- structural or organisational changes such as M&A,
- source or ownership control changes that result in changes in operational control over GHG sources, and
- changes in methodology or data quality improvements.

### Organisational Boundaries

We use the operational control approach under the GHG Protocol. This method captures emissions from facilities and operations where Ampa Group can implement operating policies, enabling effective management and reduction for our direct footprint.

### Reporting Boundaries

**Geographical Boundary:** Ampa Group's operations are based solely within the UK. The inventory includes all sites at which Ampa Group operates. As of 2024-25, this includes 23 offices and 2 warehouses.

**Significance of Emissions:** As all emissions contribute to our climate impact, we aim to account for as much of our footprint as possible. If a source contributes greater than 5% of scope 1, 2 or 3, these are deemed significant and are therefore included within the reporting boundary. If a source does not exceed the significance boundary, we may still include it for completeness. For 2024-25, we have accounted for 100% of emissions across all scopes with no exclusions.

## GHG Sources Included and Quantification Methodologies

| Scope | Category | Inclusions | Methodology | Emissions Factors |
|---|---|---|---|---|
| 1 | Mobile Combustion | 3 diesel vans | Spend-based | DESNZ (2024) |
| | Stationary Combustion | Natural gas consumed in hubs where Ampa Group has operational control over the boiler | Activity data and spend-based with averages used to fill gaps | DESNZ (2024) |
| | Fugitive Emissions | Refrigerant leakage from the AC systems across our hubs | Estimated based on benchmarks for refrigerant type and quantity with averages used to fill gaps | DESNZ (2024) |
| 2 | Purchased Electricity | Electricity consumed across all our hubs | Activity data, spend-based, and estimation based on floor area with averages used to fill gaps | AIB (2023) |
| | Purchased Heating | Natural gas consumed in hubs where Ampa Group does not have operational control over the boiler, including hubs where provision of heating is included in service fees paid to landlords | Activity data, spend-based and estimation based on floor area with averages used to fill gaps | DESNZ (2024) |
| | Purchased Cooling | Not applicable | N/A | N/A |
| 3 | Purchased Goods & Services | All goods and services we purchased that were assigned to opex | Spend-based and supplier-specific data | DESNZ (2024), Ecoinvent (3.10), Exiobase (3.8.2) |
| | Capital Goods | All goods and services we purchased that were assigned to capex | Spend-based and supplier-specific data | Ecoinvent (3.10), Exiobase (3.8.2) |
| | Fuel- and Energy Related Activities | Upstream emissions associated with electricity, diesel and natural gas | As per Mobile & Stationary Combustion and Purchased Electricity & Heat | DESNZ (2024), IEA Emissions Factors (2024) |
| | Upstream Transportation and Distribution | Transport of documents for dissemination or storage | Spend-based and supplier-specific data | Exiobase (3.8.2) |
| | Waste Generated Within Operations | Waste generated across all our hubs | Activity data with averages used to fill gaps | DESNZ (2020), DESNZ (2024) |
| | Business Travel | Travel by our people other than that to their local office hub | Activity data and spend-based | DESNZ (2024), Exiobase (3.8.2), AIB (2023) & IEA Emissions Factors (2024) |
| | Employee Commuting | Travel by our people to their local office hub and emissions from home working | Activity data from survey sample extrapolated | DESNZ (2024), AIB (2022) |
| | Upstream Leased Assets | Not applicable | N/A | N/A |
| | Downstream Transportation and Distribution | Not applicable | N/A | N/A |
| | Processing of Sold Products | Not applicable | N/A | N/A |
| | Use of Sold Products | Not applicable | N/A | N/A |
| | End-of-Life Treatment of Sold Products | Not applicable | N/A | N/A |
| | Downstream Leased Assets | Not applicable | N/A | N/A |
| | Franchises | Not applicable | N/A | N/A |
| | Investments | Not applicable | N/A | N/A |