

Rigby Group



RIGBY
Est. 1975

2024

Meeting
the Challenge
of Change

Sustainability Report



Contents

04	Introduction from Rigby Group Co-CEO, Steve Rigby	38	People	58	Governance
08	A Message from our Head of Sustainability	42	Workforce and skills for the future	60	Group risk and oversight
12	2023 Sustainability Highlights	42	Recruitment and retention	60	Oversight
14	About Rigby Group: Resilience, Innovation, Commitment	42	Investing in future talent	61	Management and assessment process
16	Rigby brands and scale	42	Employee development	61	Assessing and prioritising risk
18	Engaging with our stakeholders	43	Employee benefits	62	Ethical behaviour
20	Our Commitment to Sustainability	44	Diversity, equity, and inclusion	62	Our commitment to human rights
22	Meeting the challenge of change	44	Employee Resource Groups	62	Supplier code of conduct
24	Our sustainability strategy: Project Sequoia	44	Gender equity	62	Combatting fraud
26	External standards and frameworks	44	Accessibility	62	Preventing tax evasion
28	Planet	45	Health and safety	62	Whistleblowing
32	Energy and greenhouse gas emissions	45	Safety and physical health		
33	Operational emissions	45	Mental health and wellbeing		
33	Business travel	46	Prosperity		
34	Supplier emissions	50	Economic contribution		
34	Collaboration for systemic change	50	Communities		
35	Resource circularity	50	Impact investing		
35	On-site initiatives	51	Social contribution		
35	Engagement and collaboration	51	The Rigby Foundation		
36	Water and nature	51	Volunteering and fundraising		
36	On-site initiatives	51	Community partnerships		
36	Engagement and collaboration	53	R&D and innovation		
		53	SCC Academy		
		53	Aston University Partnership		
		54	Principles		
		58	Group purpose and governance		
		58	Mission and values		

Introduction from
Rigby Group Co-CEO,
Steve Rigby

Committed



For a complex organisation like Rigby Group, achieving true sustainability is neither simple nor straightforward. Our size and commercial diversity bring a multitude of challenges, but we are committed to acting, listening, and learning to leave the world a better place than we found it.



“
 Though the task that lies ahead is complicated, our longstanding family values, ethos of acting ethically, and tenacity for tackling challenges provide a firm foundation for the group’s success in this endeavour.”

Steve Rigby, Rigby Group Co-CEO



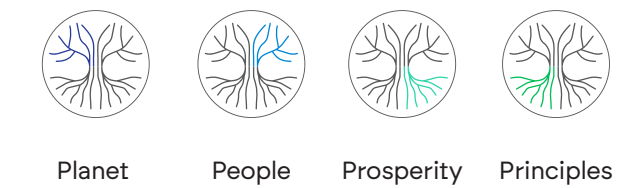
SCC Spain, International Women's Day

To guide us in our ambition to cultivate longevity, growth and prosperity, while enriching the environment, society, and the lives of future generations, Co-CEO James Rigby and I launched our sustainability strategy in June 2023.

This was the culmination of 12 months of work that began with a detailed materiality and maturity assessment to establish our priorities and develop a framework that works for us and for our stakeholders.

In this update, I am proud to introduce the strategy, which we named Project Sequoia for one of the largest and oldest trees on Earth. The sequoia flourishes due to the root connections it builds and the diversity of life it supports. We take inspiration from this through our holistic approach to sustainability — built on collaboration and inclusion.

In the following pages we share details about the four pillars that underpin our strategy — Planet, People, Prosperity, and Principles which spans across all three of these — and the targets we have set in each area.



Top among them is our goal to achieve net zero emissions by 2040, a decade earlier than we had originally planned. We will keep this target under review and work to reach it as quickly as possible. To ensure Project Sequoia receives sufficient focus, we have appointed a Head of Sustainability, who will lead us towards our goals with support from Divisional Sustainability Committees.



Grounds team, Bovey Castle hotel

Though the task that lies ahead is complicated, our longstanding family values, ethos of acting ethically, and tenacity for tackling challenges provide a firm foundation for the Group’s success in this endeavour. So too does our history of employing great people, creating an environment that supports everyone to be the best they can be, and maintaining the highest standards of governance.

Despite the macro-economic challenges of 2023, I am heartened to see how much progress we have made towards our goals, thanks to the combined efforts of our employees, partners, and customers. This report highlights many initiatives and activities across the Group that are already curbing our emissions, catalysing positive change, and laying important groundwork for future progress.

As we approach our 50th anniversary in 2025, I am confident that the sustainability solutions we are innovating and investing in today will result in many more decades of growth and prosperity for us, our shareholders, stakeholders and the planet. Looking ahead, it would be remiss of me not to also mention that SCC will be an Official Supporter of the Paris 2024 Olympic and Paralympic Games, tasked with managing the procurement and supply of essential IT equipment. We are proud of this fantastic achievement and of SCC’s plans to redistribute the equipment after the event to give a second life to all devices.

I hope you enjoy learning more about our sustainability efforts, initiatives, and successes as you explore our 2024 Sustainability Report, and I look forward to sharing further updates each year.



Steve Rigby
Rigby Group Co-CEO

A Message from our
Head of Sustainability,
Paul Southall

Challenge

As Rigby Group's Head of Sustainability, I am profoundly optimistic about the transformative impact we can achieve through collaboration, determination, and a focus on sustainable businesses.



39%



SCOPE 2 EMISSIONS



This year, the group purchased 100% renewable rego-backed electricity and installed solar panels at our flagship SCC data centre, among other efforts that have reduced our scope 2 emissions by 39% since 2020.

Renewable Energy Guarantees of Origin: <https://www.ofgem.gov.uk/environmental-and-social-schemes/renewable-energy-guarantees-origin-rego/electricity-suppliers-and-generators>



The SCC Academy was set up in the West Midlands to offer free IT and digital skills training to local individuals and groups

We are approaching sustainability as we approach every challenge: by looking to innovate, challenge conventions, and pioneer new paths. This report details some of the ways we are working towards that vision and shares the progress we have already made against our goals.

This year, the Group purchased 100% renewable REGO-backed electricity and installed solar panels at our flagship SCC data centre, among other efforts that have reduced our Scope 2 emissions by 39% since 2020. We are planning to develop the UK's largest battery gigafactory and within our airport division are making good progress towards selling sustainable aviation fuel. We are also pleased to share an update on the Rigby Foundation's charitable activities which includes the SCC Academy's free digital skills courses in the West Midlands. Also, we are pleased to report the recognition our hotels have received for their employee training programmes, and our ongoing efforts to make our airports more accessible and less environmentally impactful.

We are taking steps to gather further information about our footprint where more data is required, and to focus on areas of the Group which were not prioritised during our initial materiality assessment, such as our residential and commercial real estate division. We are forging crucial partnerships with peers, universities, charities, government groups, community leaders, and other stakeholders to innovate solutions to collective challenges. These partnerships reflect our understanding that sustainability transcends individual efforts — collective action is required to drive meaningful change and propel us towards a more environmentally responsible and socially just future.

Taking us far beyond compliance, Project Sequoia is setting us up to seize opportunities to further reduce our footprint, embrace regenerative practices, collaborate with likeminded stakeholders, and lead by example across the industries in which we operate.

I am proud to be leading this effort and confident in our ability to innovate, learn from experiences, and collectively create a sustainable future.

Thank you for taking the time to read about our journey to date.

Paul Southall
Rigby Group Head of Sustainability



2023 Sustainability Highlights

33%

Reduced total scope 1&2 GHG emissions by 33% since 2020

Rigby Group Highlights - 2023

- Group Head of Sustainability appointed
- Project Sequoia, group-wide sustainability strategy launched



About Rigby Group: Resilience, Innovation, Commitment

Employees at the SCC Birmingham campus



Established in 1975, Rigby Group is now one of the UK's largest wholly owned family businesses. The Group comprises three divisions: SCC (our managed IT services division); Rigby Technology Investments; and Real Estate, which includes airports (Regional & City Airports — RCA), hotels (Eden Hotel Collection — EHC), commercial (Rigby Real Estate) and residential real estate (Allect).

The Rigby Foundation is independent of the Group and is the Rigby family's charitable trust. The Foundation continues to support a number of charity projects, and partners with the SCC Academy to deliver free digital training in the West Midlands.

Headquartered in the UK West Midlands, we are proud to be part of the region's economic engine. We support and contribute to job creation and enterprise in the region, take measures towards environmental safeguarding, and remain active in the community.

The Group:



8,500

employs more than 8,500 people



Nine

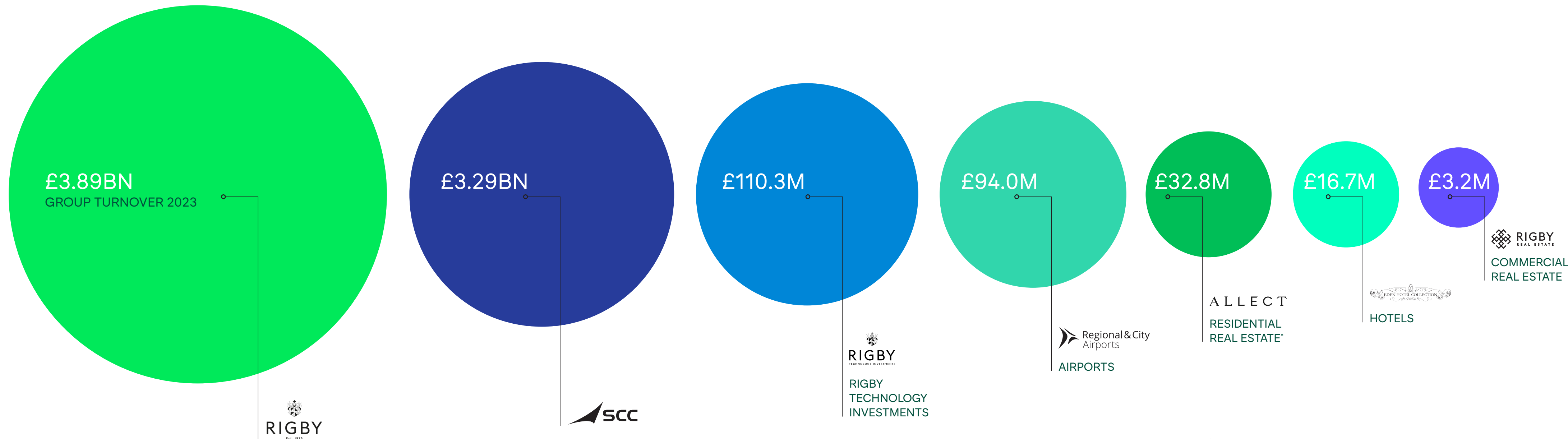
operates in nine countries



£4BN

generates an annual turnover of just under £4 billion

Rigby brands and scale



*Residential Real Estate is not listed separately within Rigby Group's Annual Report 2023, it is grouped within Central Operations and other businesses.



Engaging with our stakeholders

The significance of sustainability issues resonates with all our stakeholders, and our interaction with them is guided by their priorities and concerns.

SHAREHOLDERS | CUSTOMERS | SUPPLIERS & BANKERS | PEOPLE | COMMUNITIES & ENVIRONMENT

HOW WE ENGAGE

Shareholder participation at Rigby Group Board and at divisional board meetings	Close Executive relationships	Close Executive relationships	Updated Internal Intranet Management Briefings	Well defined CSR and Environmental policies
Strong internal governance	Regular Account reviews	Strategic Relationship reviews	CEO communication channels	Collaboration with local community charities
	Key account management	Clearly defined supplier engagement policy		Close relationships with schools and universities
	Customer feedback	Technical forums & collaboration		

WHAT'S IMPORTANT TO THEM

Long Term Return	Quality of Relevant Industry Expertise	Long Term Collaborative Partnership	Continuity of fair employment	Ethical Behaviour
Dividend Flow	Relevance of Services and Solutions	Proactive Communication	Opportunity for development	Actively supporting local communities
Cash Generation and Gearing	Service Levels	Aligned Commercial Objectives	Diversity to enrich working practises	Environmental Awareness, Actions and Practices
Financial Discipline	Technical relevance and Vision	Technical Expertise	Equality and fairness	
Ethical Behaviour, Respect for family values	Trusted Partnership	Ethical Behaviour	Working Environment	
	Ethical behaviour		Participation	
			Environmental Practises	

HOW WE RESPOND

Long term strategic planning framework	Senior Executive engagement	Strategic Relationships with Senior Executives.	Clear Employment Policies	Appointed Rigby Group Head of Sustainability
Annual Budgeting and planning	Focused Relationship Management	Sales Engagement Meetings	Active engagement programmes	Developing our sustainability policy
Regular performance reporting	Maintaining technical expertise	Supplier Code of Conduct	Involvement in developing our values framework	Employee volunteering days
Dividend and Cash planning	Investment in new technology	Skills training and investing to maintain accreditations	Commitment to inclusive culture	Support for the Rigby Foundation and for local charities
Shareholder board representation	Agility in our response to customer needs	Dedicated relationship management	Flexible employment packages	Apprenticeship and graduate trainee programmes
			Access to skills and technology training	

Our Commitment to

Sustainability



Meeting the challenge of change

At Rigby Group, we envision a world where our business practices not only drive growth and prosperity, but also enrich the environment, society, and the lives of future generations.



Our sustainability commitment

We aspire to do business the right way and to leave the world in a better place than we found it — guided by our longstanding family values and a deep respect for people and the planet. We will invest our resources and collaborate with others to find innovative solutions to the complex environmental and social issues faced within our sectors and beyond, knowing this may require us to sacrifice profits. As our company and our approach to sustainability evolve, we will be open about our successes and our challenges, learning from our experiences and partners along the way.

PROJECT SEQUOIA



Opposite: SCC and HP Inc. planting trees in New Forest National Park, in partnership with Forestry England



In practice, meeting our commitment will require us to:

- Deliver sustainable, long-term value to our shareholders, customers, and partners, recognising that economic success is intertwined with environmental and social progress.
- Reduce our environmental footprint, minimise resource consumption, and mitigate climate change impacts.
- Foster a diverse, inclusive, and safe workplace that respects the rights and well-being of our employees and the communities in which we operate.
- Uphold the highest standards of ethical behaviour, transparency, and accountability in our decision-making processes and corporate governance.
- Drive innovation and technology advancements that contribute to sustainability solutions, seeking to develop and invest in products and services that promote a more sustainable future.
- Continually assess and improve our sustainability practices, setting ambitious targets and measuring our progress to ensure that we meet and exceed the highest sustainability standards.
- Continue to hold our supply chain to account and only work with like-minded organisations who share our vision and ethics.

Our sustainability strategy: Project Sequoia

To deliver our sustainability commitment, in 2023 we developed our sustainability strategy, named Project Sequoia. Our strategy aims to coordinate and amplify the Group's ongoing sustainability endeavours and reflects our commitment to meet societal and environmental responsibilities.

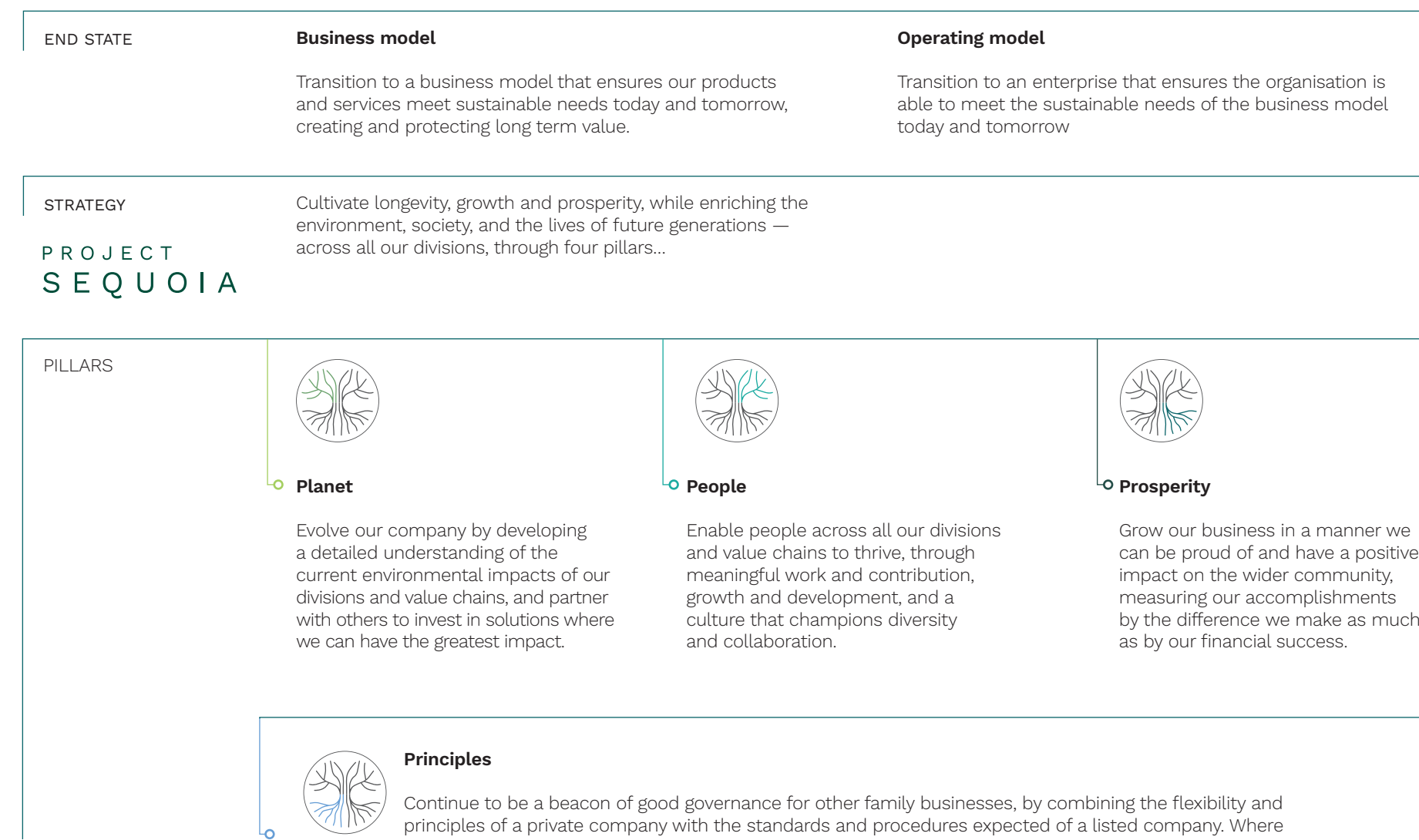
Project Sequoia's objective is to cultivate longevity, growth and prosperity while enriching the environment, society, and the lives of future generations — across all our divisions, through four pillars: planet, people, prosperity, and principles. We have prioritised objectives under each pillar based on a detailed materiality and maturity assessment.

We undertook extensive interviews with management across the entire Group to establish a deep understanding of existing initiatives and material topics for each division. We identified the key sustainability stakeholders and established the maturity of our existing ESG initiatives. Through these sessions and several discovery workshops we understood what sustainability means for the Group.

Our divisions will remain responsible for developing and delivering their own sustainability initiatives, with Project Sequoia providing a north star that enables us to measure and evaluate progress towards our overarching goals.

Our Group Board oversees sustainability challenges. The Head of Sustainability is accountable to the Rigby Group Board for the delivery of the ESG strategy under Project Sequoia.

Our sustainability strategy: Project Sequoia



Planet



- Energy and greenhouse gas (GHG) emissions
- Resource circularity
- Water and nature

Ongoing: Continue to reduce our GHG emissions.

2040: Achieve net zero GHG emissions, a decade ahead of our previous target.

2024: Set SBTi-validated emissions reduction targets for SCC.

2024: Improve CDP climate module Grade C for SCC.

2024: Attain Level 2 Airport Carbon Accreditation (ACA) for our airports.

2023: Gain Green Tourism accreditation for our hotels.

Focus areas

Targets



People



- Workforce and skills for the future
- Diversity, equity and inclusion
- Health and safety

2024: Gather better quality information and data across the Group to deliver a reporting and monitoring structure to track our diversity and inclusion progress.

2024: Align our people support processes across all divisions, including access to mental health support and learning and development opportunities.

2024: Further develop our successful apprenticeship strategy.



Prosperity



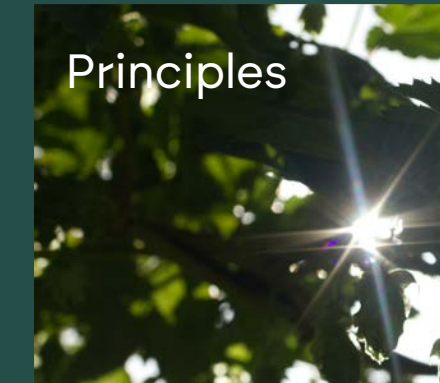
- Economic contribution
- Social contribution
- R&D and innovation

2024: Facilitate employees who wish to support local charities and good causes.

2024: Improve the utilisation of employee volunteering days.

2024: Develop a targeted approach for the Rigby Foundation desire to give back.

2024: Increase the number of people in the community trained through the SCC Academy.



Principles



- Purpose and governance
- Risk and opportunity oversight
- Ethical behaviour

2023: Establish groupwide ethics and anti-bribery and corruption training.

2023: Ensure all divisions have a whistleblowing policy and process.

2024: Persist in assessing governance policies throughout the Group to guarantee they remain at the forefront of excellence.

External standards and frameworks

Our sustainability actions and activities are aligned to the following global standards and frameworks.










Our contribution to the UN Sustainable Development Goals

 <p>3 GOOD HEALTH AND WELL-BEING</p> <p>Ensure workplace safety and protection for our employees, support their physical and mental well-being</p>	 <p>4 QUALITY EDUCATION</p> <p>Provide employees with access to learning opportunities and promote ongoing development</p>	 <p>5 GENDER EQUALITY</p> <p>Work towards a balanced gender mix across the Group</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>Promote inclusive and sustainable economic growth</p>	 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> <p>Build resilient infrastructure and promote sustainable industrialisation whilst fostering innovation</p>	 <p>10 REDUCED INEQUALITIES</p> <p>Ensure equal opportunity and address inequality</p>
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> <p>Promote sustainable urbanisation</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p>Source technology responsibly</p>	 <p>13 CLIMATE ACTION</p> <p>Reduce the impact of our operations on the environment</p>
 <p>14 LIFE BELOW WATER</p> <p>Reduce plastic use across all operations</p>	 <p>15 LIFE ON LAND</p> <p>Promote use of sustainably grown food</p>	 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> <p>Operate adhering to highest levels of ethical standards</p>

ISO accreditations

SCC's Environmental Management System is subject to external verification in compliance with EN ISO 14001 requirements, which we meet and, in some cases, exceed. In SCC we also hold ISO 26000:2010 Social Responsibility certification.

Other standards and frameworks

 <p>United Nations Global Compact</p> <p>SCC France SAS has been a UN Global Compact (UNGC) signatory since 2014, supporting the ten UNGC principles regarding human rights, labour, environment, and anti-corruption. SCC France subsidiaries, Recyclea, Altimance and Flowline, along with SCC UK, are now also signatories.</p>	 <p>SCIENCE BASED TARGETS</p> <p>SCC has committed to setting targets in line with the Science Based Targets initiative (SBTi) to help us assess and reduce our emissions. We plan to replicate this process across the rest of the group.</p>	 <p>CDP (previously called the Carbon Disclosure Project), is an international non-profit organisation that helps companies disclose their environmental impact.</p> <p>SCC progressed to level C in the CDP global carbon disclosure system in FY23 and is targeting level B in FY24. We are also supply chain members of CDP which allows us to monitor our partners' commitment to climate action.</p>	 <p>ecoVadis</p> <p>SCC France is EcoVadis platinum accredited, and we made our SCC UK submission in September 2023, and were awarded bronze status. We are engaging with SCC's value chain to standardise this framework.</p>	 <p>FRET 21</p> <p>SCC France has committed to FRET 21, with the aim to reduce GHG emissions by 6% over a 3-year period, starting from 2021. Emissions reductions to date total 5.4%.</p>
 <p>airport carbon accreditation</p> <p>In 2022, our airports implemented new measurement systems to determine emissions sources, securing level 1 airport carbon accreditation. This information lays important groundwork for level 2 accreditation, granted to airports that demonstrate quantified emissions reductions, which we aim to secure in FY24.</p>	 <p>SUSTAINABLE AVIATION</p> <p>In 2022, our airports adopted Sustainable Aviation, the UK aviation sector's long-term strategy to deliver a cleaner, quieter, smarter future for the industry. Our airports are also members of the association's Cleaner Working Group.</p>	<p>Jet Zero strategy and Absolute Zero 2040</p> <p>The UK's Jet Zero strategy sets out plans for the aviation industry to achieve net zero emissions by 2050. In response to a government proposal to revise its target to 2040, RCA is engaging with policy makers to confirm who the new target will apply to and whether it includes Scope 3 emissions.</p>	 <p>2ZERO</p> <p>RCA is a member of the green aviation consortium 2ZERO, an industry-led initiative backed by UK government support. This consortium focuses on pioneering electric hybrid aircraft for regional routes, aiming to reduce GHG emissions and promote sustainable air travel.</p>	 <p>Green Tourism</p> <p>All five of our hotels have achieved Green Tourism certifications. Green Tourism is a certification programme, which recognises and promotes sustainable practices in the tourism industry.</p>

Planet

Environmental responsibility and innovation are necessary to meet and surpass the expectations of our customers, suppliers and partner organisations, and to ensure the longevity of our businesses and long-term health of our planet.

- 32 **Energy and greenhouse gas emissions**
- 33 Operational emissions
- 33 Business travel
- 34 Supplier emissions
- 34 Collaboration for systemic change
- 35 **Resource circularity**
- 35 On-site initiatives
- 35 Engagement and collaboration
- 36 **Water and nature**
- 36 On-site initiatives
- 36 Engagement and collaboration



Our priority is to develop a detailed understanding of the current environmental impacts of our divisions and value chains. We will then partner with others to invest in solutions where we can have the greatest impact. Across our divisions and in every sector in which we operate, we focus on three key areas: reducing our energy use, and greenhouse gas (GHG) emissions, improving resource circularity, and minimising impacts on water and nature.

Identifying opportunities for greater efficiencies has been relatively straightforward in some of our divisions, including SCC and hotels, where we are already making progress in reducing GHG emissions. In other divisions, such as airports, we are still in the early stages of transformation. We collaborate extensively with private and public sector partners to explore solutions, alongside implementing Group-wide improvements where possible — such as transitioning to an all-electric fleet.

Our ultimate goal is clear: we want to leave a better world for future generations.



Our PLANET goals



GOAL



TARGET DATE



PROGRESS

GOAL	TARGET DATE	PROGRESS	
Continue to reduce our GHG emissions	Ongoing	On track	➔
Achieve net zero GHG emissions	2040	Initiated	▲
Set SBTi-validated emissions reduction targets for SCC	2024	On track	➔
Improve CDP climate module Grade C for SCC	2024	On track	➔
Attain Level 2 Airport Carbon Accreditation (ACA) for our airports	2024	Initiated	▲
Gain Green Tourism accreditation for our hotels	2023	On track	➔

Energy and greenhouse gas emissions

Addressing the climate crisis means doing things differently. To accelerate our path towards net zero emissions by 2040, we have been making changes in our operations and supply chains and collaborating with stakeholders to curb our GHG emissions footprint and energy use. The Group has purchased 100% renewable, REGO-backed electricity since 2018 where we are responsible for the supply, and have requested all our landlords do the same. We have undertaken a program of work to implement energy-saving measures, such as LED lighting, smart thermostats, and occupancy sensors. As we commission or refurbish properties, we are removing gas heating.

SCC has installed solar panels on its Birmingham data centre



↓
70%

Ongoing work to improve data centre efficiency has reduced power consumption for cooling by nearly 70%

These efforts, along with targeted projects within each of our divisions have contributed to a 32% decline in Rigby Group's GHG emissions since 2020. This reduction is detailed in the table below:

Greenhouse Gas Emissions FY20 vs FY23

	FY20	FY23	% reduction
Energy consumption used to calculate emissions (kWh)	67,362,067	56,592,284	16.0%
Emissions from combustion of gas (tCO ₂ e) (Scope 1)	1,137	1,004	11.7%
Emissions from combustion of fuel for transport purposes (tCO ₂ e) (Scope 1)	5,201	3,878	25.4%
Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel (tCO ₂ e) (Scope 3)	1,110	832	25.0%
Emissions from purchased electricity (tCO ₂ e) (Scope 2, location-based)	10,213	6,285	38.5%
Total gross (tCO₂e)	17,661	12,000	32.1%

SCC has made significant progress over the last year. This includes installing a 749kW roof-mounted solar-photovoltaics (PV) system on our flagship Birmingham data centre that will avoid approximately 124 tonnes of carbon dioxide equivalent (CO₂e) per year. Ongoing work to improve data centre efficiency has reduced power consumption for cooling by nearly 70%. As a result, SCC attained a level C "awareness-level engagement" score from the CDP — a not-for-profit charity that operates a global voluntary carbon disclosure system — a year ahead of schedule. They are now on track to attain level B "environmental management" in FY24.

While some actions and investments have shown immediate results, we understand that others will take longer to yield results. For that reason, we are working with stakeholders to accelerate a path toward decarbonisation and sustainable change.

Operational emissions

- **Improving data centre efficiency.** Efficiency efforts at SCC data centres resulted in a drop in CRAC unit power consumption from 210kW to 65kW.

- **Photovoltaic (PV) Installation.** We installed solar panels on SCC's flagship Birmingham data centre, made plans to install a 2.6MW PV scheme at Bournemouth airport, and signed off plans for a 400kW PV scheme at Exeter airport.
- **Awareness raising.** Exeter airport launched an enduring campaign in 2022 to promote energy conservation amongst staff and visitors, while our hotels asks hotel guests to switch off TV sets and lights when their bedrooms are not in use.
- **Kitchen upgrade.** Our hotels have transitioned from gas stoves to induction pads, significantly reducing our energy consumption.

Business travel

- **Transitioning from fossil fuel-based transport.** We make extensive use of remote meeting technology, offer a "Cycle to Work" scheme across many divisions, replace diesel and petrol vehicles at the end of a lease with an electric or hybrid model, and plan to have a fully electric or hybrid car fleet by 2030.



Beryl Bikes are available for use at Norwich airport to provide a sustainable and healthy commuting option for our staff



Recent visit by the Aviation Minister, Baroness Vere to highlight sustainable aviation fuel (SAF) at Norwich airport

Resource circularity

Our resource circularity strategy focuses on the principles of reduce, reuse, and recycle. We emphasise these principles to our employees, suppliers, and partners. In our own operations, we seek to extend the lifespan of products and minimise waste across the Group. We buy recyclable products and equipment wherever possible and prioritise working with organisations who share our commitment to sustainability.

60 GWh

West Midlands Gigafactory. In partnership with Coventry City Council, and other stakeholders we plan to develop the UK's largest battery gigafactory capable of producing up to 60GWh — enough to power 600,000 electric vehicles per year.

Supplier emissions

- **Responsible purchasing.** Where possible, Rigby Group sources and promotes products with lower environmental impacts. We communicate our priorities to our suppliers, for example to decrease the frequency of deliveries and SCC asks key suppliers to complete the CDP climate change assessment as a supply chain member.
- **Local suppliers.** Our hotels prioritise local suppliers to curb supply chain emissions, enhance the freshness of our offerings, and promote local economic growth.

Collaboration for systemic change

- **West Midlands Gigafactory.** In partnership with Coventry City Council, and other stakeholders we plan to develop the UK's largest battery gigafactory capable of producing up to 60GWh — enough to power 600,000 electric vehicles per year.
- **Sustainable aviation fuel.** RCA is forming strategic partnerships to make more sustainable air travel a reality. In a step towards selling “sustainable aviation fuel” (SAF), Norwich airport repurposed a former JetA1 fuel vehicle in 2023 and established a supply contract with Air BP. There has been interest in this move, particularly from fixed-base operators, despite the pricing of SAF being notably higher than that of

JetA1. We are also negotiating with an airfield tenant to offer SAF to their customers for maintenance flights and on a recent visit we sold SAF for a flight carrying HRM King Charles III.

- **Research into future aviation.** RCA and Cranfield University partnered in 2022 to promote the development, testing and deployment of innovation in aviation and airport infrastructure. RCA is well placed to eventually offer practical support in the deployment and testing of new technologies and processes.
- **Airport net zero feasibility.** In partnership with Emerald Greenpower/Hydrostar-UK, RCA is conducting a feasibility study and developing a digital twin of Exeter airport, which will help identify viable pathways to achieve net zero.
- **Future Flight Challenge.** RCA hosted the first English e-flight trial from Exeter airport in 2021 and is part of a funding bid to UK Research and Innovation (UKRI) to develop Exeter to support electrified air travel as part of the UK Government's Future Flight Challenge.
- **Improved public transportation.** To reduce car travel, we worked with local authorities to introduce new bus routes connecting Exeter and Norwich airports with key hubs.

We are proactively eliminating the use of single-use plastics across our divisions



Our efforts have resulted in us being “zero-waste-to-landfill” since 2019. We are widely recognised for SCC's recycling services in both the UK and France, which we are currently expanding through investment in new IT refurbishing and recycling capabilities in Birmingham. This expansion reinforces our objective of creating a truly circular economy: we strive to prolong the lifespan of IT equipment and recover and reuse parts and materials when products reach the end of their life cycle.

Through monitoring, customer engagement and innovation, we aim to increase recycling and reuse practices across the Group.

On-site initiatives

- **Holistic waste management.** In SCC we work with our waste supplier to embrace comprehensive recycling of glass, paper, cardboard, plastic, and food waste. We have also introduced food waste bins, a water dispensing unit, and recycled milk cartons to reduce plastic waste. Across our business operations, we are proactively eliminating the use of single-use plastics.
- **In-house recycling.** SCC's recycling facility sorts and processes waste electrical and electronic equipment (WEEE) for our businesses and customers into more than 20 waste streams for recycling and disposal. In FY23, SCC UK recycled 206,266 units of IT

equipment, and SCC France recycled 332,066 units. SCC's Recycling, Environmental, and IT teams use our bespoke recycling system, Radius, to audit and track end-to-end processing of each processed item.

- **Reducing hotel waste.** Our hotels are going paperless by transitioning solely to e-communications. Other initiatives include a coffee pod recycling system and use of canned water in place of single-use bottles.

Engagement and collaboration

- **Employee engagement.** We introduced “green champion” volunteering in our hotels to accelerate our sustainability initiatives, and all new hotel employees are offered environmental awareness training as part of their induction.
- **Innovation for circularity.** Our hotels have introduced biodegradable menus, whilst in SCC we have partnered with a repackaging organisation that diverts plastic from landfills and supports local sustainability initiatives.
- **Supplier partnerships.** In our hotels division we partner with likeminded suppliers to support circularity. For example, Bovey Castle's golf shop partnered with Rohnisch clothing, which uses recycled materials in the manufacture of their golf clothing range.

Water and nature

Across our divisions, we are working to ensure responsible use of water and support biodiversity to flourish.

This includes reducing our water use where possible, better measurement, avoiding harmful chemicals and waste, and encouraging wildlife to flourish at our sites. We are particularly proud of the sustainability efforts our hotel division has undertaken.

On-site initiatives

- **Water use.** While water is not integral to our business operations, we are in the process of installing water metering, flow control, water catchment systems and responsible water management practices throughout our properties, resulting in a significant reduction in our domestic water usage.
- **Improving water quality.** SCC France conducted a study on its indirect impacts on biodiversity. The study identified the opportunity to implement “sludge traps,” which collect rainwater from traffic lanes and car parks. By retaining hydrocarbons, the sludge trap enables SCC to release unpolluted water back into the natural environment.
- **Locally sourced food.** Our hotels are cultivating micro herbs and increasing polytunnel use, providing optimal conditions to grow a wider range of fruits and vegetables and extend the growing season. In addition, foraging training enables our hotel culinary team to responsibly gather wild edibles from the local environment.

Wild flower areas have been planted in our hotel grounds

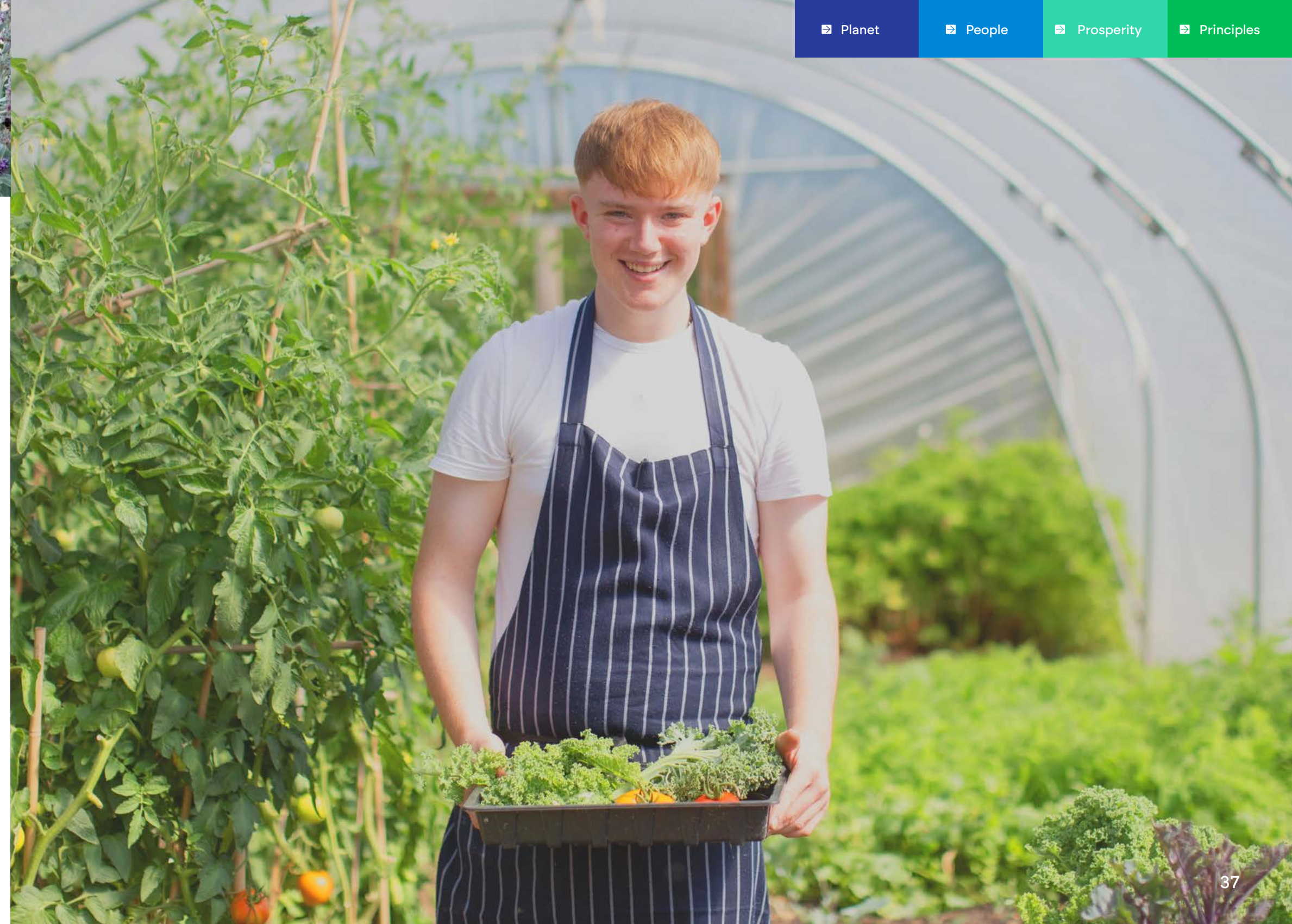


- **Chemical reduction.** In our hotels we use organic fertilisers to prioritise the health of our soil and the well-being of the ecosystems that thrive within it. These natural fertilisers enrich the soil without harmful chemicals, promoting long-term fertility and contributing to the overall resilience of our land. We have also shifted to natural cleaning products.
- **Planting wildflowers.** Wildflower areas in a number of our hotels' grounds enhance visual appeal alongside providing crucial habitats for pollinators and contributing to biodiversity.

Engagement and collaboration

- **Reducing linen washes.** We invite hotel guests to engage in our linen reuse programme, to reduce water and energy use.
- **Cultivation campaign.** To encourage a sense of environmental stewardship from an early age, one of our hotels collaborated with a local school on a “Roots to Shoots” campaign to engage children in the cultivation of produce.
- **Supporting pollinators.** SCC France supports Bee Responsible, an initiative that has installed 20 beehives on the campus of Rouen's Neoma Business School. The project has been used to raise awareness about bees and biodiversity amongst the 2,000 people on campus.

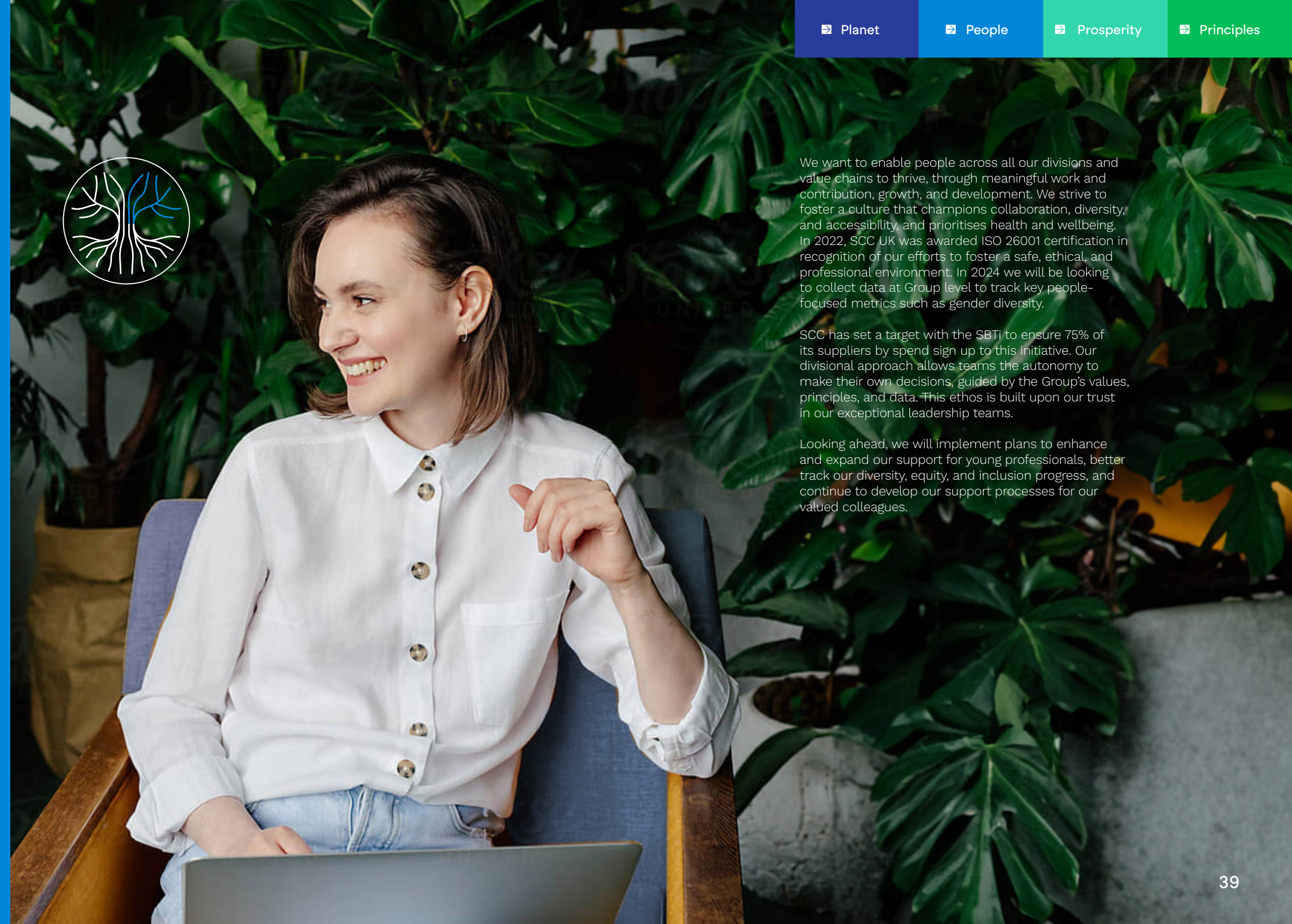
Opposite: Our hotels are cultivating micro herbs and increasing polytunnel use



People

Our success relies on the efforts of our talented, diverse, passionate, and committed workforce. For this reason, we work hard to create an environment where every individual can flourish, and where people are treated with the dignity and respect they deserve, in line with our family values.

- 42 **Workforce and skills for the future**
- 42 Recruitment and retention
- 42 Investing in future talent
- 42 Employee development
- 43 Employee benefits
- 44 **Diversity, equity, and inclusion**
- 44 Employee Resource Groups
- 44 Gender equity
- 44 Accessibility
- 45 **Health and safety**
- 45 Safety and physical health
- 45 Mental health and wellbeing



We want to enable people across all our divisions and value chains to thrive, through meaningful work and contribution, growth, and development. We strive to foster a culture that champions collaboration, diversity, and accessibility, and prioritises health and wellbeing. In 2022, SCC UK was awarded ISO 26001 certification in recognition of our efforts to foster a safe, ethical, and professional environment. In 2024 we will be looking to collect data at Group level to track key people-focused metrics such as gender diversity.

SCC has set a target with the SBTi to ensure 75% of its suppliers by spend sign up to this initiative. Our divisional approach allows teams the autonomy to make their own decisions, guided by the Group's values, principles, and data. This ethos is built upon our trust in our exceptional leadership teams.

Looking ahead, we will implement plans to enhance and expand our support for young professionals, better track our diversity, equity, and inclusion progress, and continue to develop our support processes for our valued colleagues.



GOAL



TARGET DATE



PROGRESS

GOAL	TARGET DATE	PROGRESS
Align our people support processes across all divisions including access to mental health support and learning and development opportunities.	2024	Initiated
Develop further our successful apprenticeship strategy.	2024	Initiated
Gather better quality information and data across the Group to deliver a reporting and monitoring structure to track our Diversity and Inclusion progress.	2024	Initiated

Workforce and skills for the future

Our success depends on the skills, knowledge, and expertise of our employees. We want to attract, retain, and develop the best talent, and we are committed to investing in our current and future workforce's growth and development.

Our policy is to hire internally first, and we deliver apprenticeship schemes, school interventions, and other initiatives aimed at developing future talent. We also invest in learning and development opportunities for all employees — from new hires through to senior leadership. To attract and retain exceptional talent, we provide competitive salaries, comprehensive and flexible benefits, and a progressive workplace culture.

We provide our colleagues with technical resources and keep them up to date on business news through intranet communication, regular CEO vlogs, formal and informal meetings and presentations, and an annual meeting at the start of each year in each country.

Recruitment and retention

- **'Internal First' vacancies.** Our internal first policy for SCC job vacancies ensures existing staff can apply for roles before external candidates.
- **Induction day.** All new SCC colleagues participate in an induction day, to be immersed in our company culture, values, and mission.

Investing in future talent

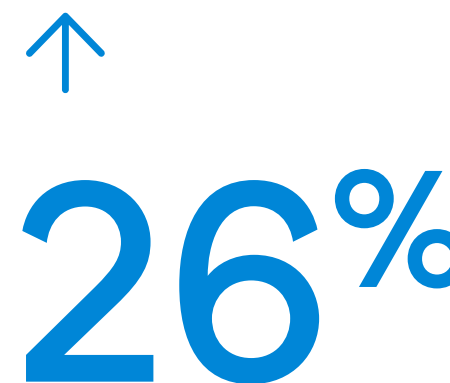
- **Apprenticeship scheme.** To address the UK's ongoing technical and digital skills shortage, SCC UK partners with local colleges, universities, and training providers to deliver accredited qualifications through more than 20 apprenticeship schemes. Alongside SCC-run induction programmes and in-house

training courses, these initiatives provide career pathways for level 2 through 7 (Masters) programmes. SCC promotes its apprenticeship scheme at local career fairs, offering people opportunities to study for role-specific qualifications and gain the on-the-job experience and transferable skills needed to succeed in a chosen career.

- **School interventions.** SCC collaborates with schools to raise awareness of professional IT opportunities, including supporting the STEM Ambassador programme. SCC volunteers visit local schools and community groups to inspire and educate young people about diverse career roles available in the IT sector.
- **Training programme.** SCC France subsidiary Altimance offers a two-month training programme that provides young people with skills and support to enter the job market. Upon completion of the training programme, SCC seeks to hire qualified participants.
- **Management development.** Thrive and Rise is an apprenticeship and management development programme that enhances employee skills and advances careers within the Group.



SCC is supplying IT equipment for the Paris 2024 Olympic and Paralympic Games. SCC will be redistributing devices after the event to ensure they have a second life



SCC promotes opportunities to combine practical experience with skills development through its work-study programme. In 2023, there were 146 work-study students at SCC UK, a 26% increase compared to the previous year.

- **Developing talent within SCC:**
 - The SCC learning and development programme supports employees at every stage of their career through classroom training, e-learning modules, on-the-job training, coaching, mentoring, and leadership development programmes.
 - SCC promotes opportunities to combine practical experience with skills development through its work-study programme. In 2023, there were 146 work-study students at SCC UK, a 26% increase compared to the previous year. In 2022, we offered employment to 39% of participating students.
 - The SCC Young Professionals Network offers tailored support to young professionals through webinars and workshops featuring experienced professionals, industry leaders, and experts. These opportunities are informed by surveys and dialogue between young employees and programme organisers. Future plans include new mentorship programmes, networking events, leadership development opportunities, and tailored career progression paths to empower young professionals to thrive and become future leaders.
 - The Senior Leadership Team Development Programme offers training, coaching, and mentoring to support SCC's senior management team's growth and development.
 - The annual SCC leadership programme in Romania supports communication, decision-making, and strategic thinking skills to equip employees with the abilities to take on greater responsibilities within the business.
 - Established in 2014, the SCC Academy in Romania is a specialised internal training programme dedicated to developing our 1,000+ Romanian employees. SCC's six trainers help employees obtain globally recognised certifications accredited by the Ministry of Education. This programme, along with linguistic and leadership training programmes, resulted in SCC Romania winning "Best Workplace" and "L&D Initiative of the Year" at the Romanian Business Services Forum & Awards.

- **Developing skills in our airports.** RCA experts and occasionally third-party providers offer training, reskilling, and upskilling to both new employees and those transitioning into new roles. The Grow Our Own talent initiative invites ambitious and talented staff members to receive training in new disciplines to further develop their careers.
- **External recognition.** Our hotel division's commitment to developing its workforce earned recognition for Best Training Programme at the 2023 Awards for Excellence from Springboard, a UK charity.

Employee benefits

- **Supporting individual needs.** Our Rigby Group and SCC employees have the freedom to customise their benefits in alignment with their personal circumstances and priorities. Our Core Working Hours initiative increases flexibility for those employees with fixed working hours, while our flexible benefits programme enables employees to purchase additional days off.
- **Employee Assistance Programme.** Across the Group our Employee Assistance Programmes provide employees with a range of free services and resources, including confidential counselling, coaching, and services to help staff navigate personal and work-related challenges.
- **Cycle-to-work.** Our cycle-to-work initiative encourages healthy commuting options and tax-efficient ways for our employees to purchase a bike and cycling equipment.
- **Eye-care.** We offer our employees eye-care vouchers for discounted or free eye tests, and we contribute towards the cost of prescription glasses or contact lenses.
- **Volunteering and philanthropy.** In SCC in the UK and within Rigby Group staff are encouraged to use two days of paid volunteering leave each year. Recent volunteering initiatives have included tree-planting events, river and canal clean-ups, and working with The Prince's Trust, now The King's Trust.
- **Voucher schemes.** We provide all employees with retail vouchers for various online and in-store discounts, while Eden Hotel employees receive additional exclusive discounts and other rewards via the Eden Extras programme.



Diversity, equity, and inclusion

Diversity allows innovation to thrive and is therefore vital to both our company's success and to our contributions to the world. We strive to foster diverse and inclusive workplaces where everyone is valued, respected, and enabled to grow and develop.

We adhere to a policy of equal opportunity in all aspects of employment regardless of any aspect of visible or non-visible difference, and we are committed to increasing diversity at all levels of our global workforce. Our ongoing investment in diversity and inclusion initiatives, as well as SCC's dedicated Employee Resource Groups (ERGs) (detailed below), reflect our commitment to continue building an inclusive and supportive culture and creating an exceptional place to work for all.

Employee Resource Groups

- **Rainbow Network.** Our Rainbow Network supports LGBTQ+ community colleagues through a range of initiatives including the opportunity to include pronouns on their email signatures.
- **REACH Network.** Our REACH (Race, Ethnicity, and Cultural Heritage) Network celebrates the diversity of our colleagues, raises awareness, and implements positive changes in our business.
- **Women's Network.** The SCC Women's Employee Resource Group promotes the professional advancement of women.
- **Access Network.** The Access Network supports employees to focus on ability, not disability. In addition, we are members of Neurodiversity in Business and part of the Disability Confident Scheme, having attained Disability Confident Level 2 certification.

Gender equity

- **Parental support.** Our parental leave and flexible working policies support working parents. Our new, Mindful Return course supports employees on maternity leave who are either pregnant, preparing to return to work, or have recently returned.
- **Women's health and wellbeing.** As signatories to the Menopause Pledge, we are committed to supporting colleagues experiencing the effects of the menopause. We offer counselling and make information available to those who have experienced miscarriage or who are undergoing in vitro fertilisation (IVF) treatment.
- **Activities at SCC.** SCC France has been a signatory to France's Parenting Charter since 2021.

Accessibility

- **Accessibility for all.** We have improved accessibility in our workplaces through initiatives providing accessible technology, ergonomic workstations, and comprehensive support for employees with disabilities.
- **Solidarity in France.** Operational now for over a decade, SCC company Recycléa in France is an adapted company, employing a majority (61%) of workers with disabilities. Membership of the French UNEA (National Union of Adapted Enterprises) demonstrates a commitment to professional inclusion of people with disabilities. The company has also obtained ESUS status (Solidarity Company of Social Utility), which underscores its commitment to social utility for people of all abilities.



Abda Hussain leader of SCC's REACH Network, with James Rigby celebrating Eid in Birmingham

Health and safety

Employee health and safety are vital foundations to the operational success of a robust business, and we encourage all divisions to go beyond legal requirements to ensure good working environments for all our employees.

Beyond physical health, we offer a holistic approach to wellbeing, encompassing mental health support and access to a range of resources to support a healthy lifestyle. We aim to foster a culture where everyone can thrive personally and professionally, and where seeking assistance is easy and comfortable.

Safety and physical health

- **Zero harm initiative.** For more than a decade, RCA's safety programme has been a cornerstone of our airport operations. Its primary objective is to foster a forward-thinking safety culture that protects airport staff and travellers. Through the programme, which tracks and measures safety improvements, all customers and RCA staff are encouraged to promote successful safety practices.
- **Free health checks.** At Norwich airport, we offer free health checks for employees aged 40 to 70, to identify potential health risks at an early stage. Exeter airport's induction process offers new employees health checks and access to information about healthy workplace toolkits, healthy lifestyle training, a workplace culture diagnostic tool, and more.
- **Promoting physical fitness.** Within SCC we provide employees with access to fitness programmes and facilities. Colleagues based in our UK regional offices can access discounted gym memberships via Balance, our employee benefits package.

Mental health and wellbeing

- **Mental health first responders.** We have trained workplace mental health first aiders in SCC to ensure designated employees are equipped with the necessary skills to recognise that a colleague might be struggling so they can offer initial support. Dedicated mental health risk assessors are in place across all our airports to assist employees who may be experiencing stress, anxiety, or depression. A team of trained Mental Health Champions are available to support fellow colleagues.
- **Wellbeing at SCC.** In the UK, SCC has worked with The Healthy Employee for over five years to offer employees health assessments and healthy eating programmes. In France, SCC provides complimentary diet and sleep coaching to all employees, who also have access to an independent listening service to provide employees with mental health support.
- **Supporting balance at RCA.** Norwich airport's partnership with Thriving Workplaces helps staff maintain a healthy work-life balance and overall wellbeing.
- **Wellbeing at our hotels.** As part of our Money, Mind, Body and Heart initiative, dedicated Wellbeing Champions at each of our hotels work closely with the General Manager and HR team to drive improvements in workplace wellbeing and promote employee engagement. UK charity Springboard nominated our hotels for Best Employer, Employee Health & Wellbeing at its 2023 awards ceremony.

In 2022, 44 SCC colleagues participated in the UK Corporate Games



Prosperity

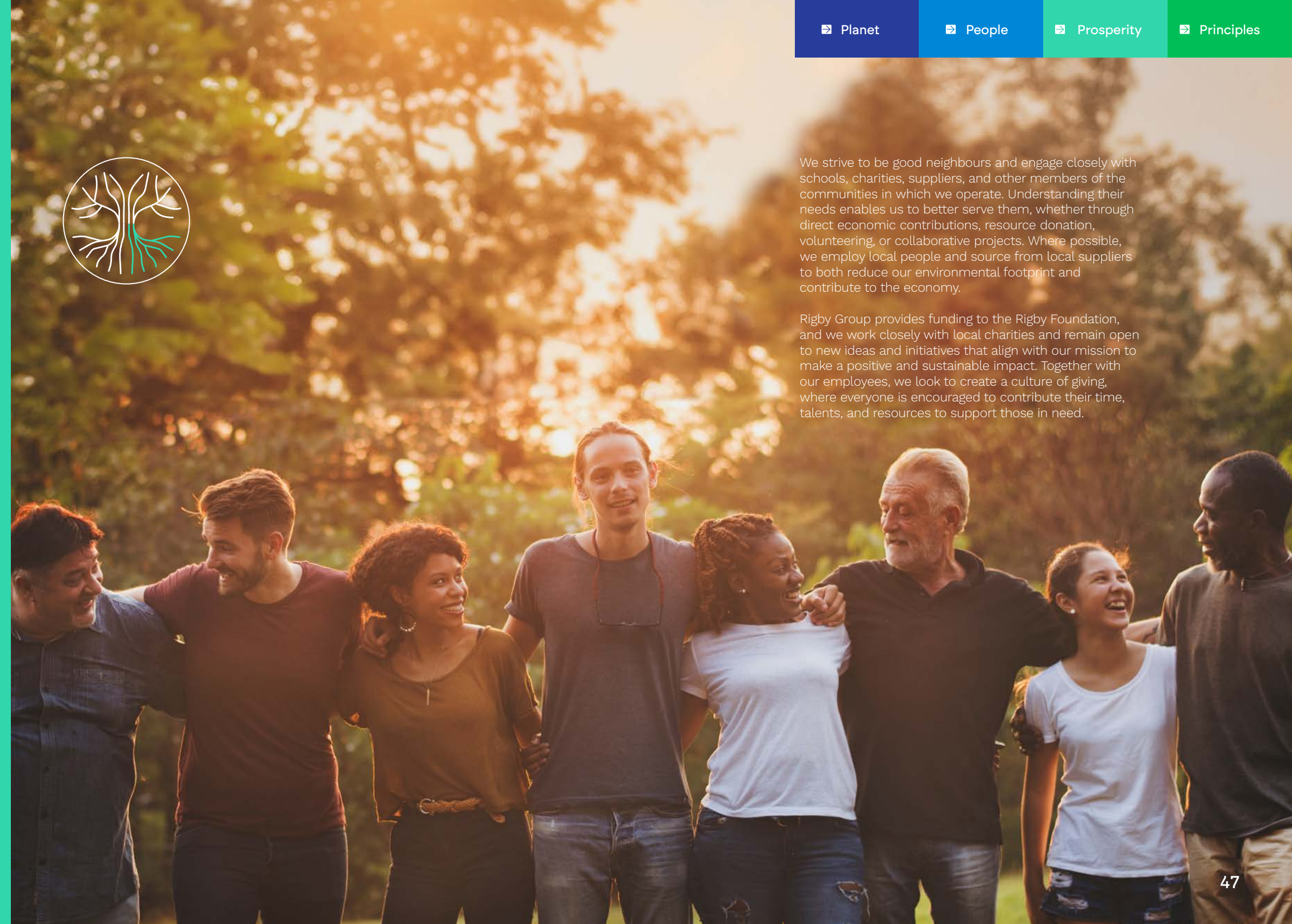
Built on family values, Rigby Group believes that our accomplishments should be measured by the difference we make as much as by our financial success. Our prosperity goes hand in hand with our contribution to society.



- 50 **Economic contribution**
- 50 Communities
- 50 Impact investing
- 51 **Social contribution**
- 51 The Rigby Foundation
- 51 Volunteering and fundraising
- 51 Community partnerships
- 53 **R&D and innovation**
- 53 SCC Academy
- 53 Aston University Partnership

We strive to be good neighbours and engage closely with schools, charities, suppliers, and other members of the communities in which we operate. Understanding their needs enables us to better serve them, whether through direct economic contributions, resource donation, volunteering, or collaborative projects. Where possible, we employ local people and source from local suppliers to both reduce our environmental footprint and contribute to the economy.

Rigby Group provides funding to the Rigby Foundation, and we work closely with local charities and remain open to new ideas and initiatives that align with our mission to make a positive and sustainable impact. Together with our employees, we look to create a culture of giving, where everyone is encouraged to contribute their time, talents, and resources to support those in need.





Our PROSPERITY goals



GOAL



TARGET DATE



PROGRESS

GOAL	TARGET DATE	PROGRESS
Improve the utilisation of employee volunteering days.	2024	Initiated
Facilitate employees who wish to support local charities and good causes.	2024	Initiated
Develop a targeted approach for the Rigby Foundation.	2024	Initiated
Increase the number of people in the community trained through the SCC Academy.	2024	Initiated

Economic contribution

The scale and scope of Rigby Group, across multiple sectors and geographic regions, enables us to make economic contributions to society in a variety of ways. This includes impact investing and working within each of our divisions to drive innovation; creating jobs; supporting communities through our charity volunteering; and contributing to the economies in which we operate by paying taxes. As we progress we intend to extend our measurements to these areas and report our contribution.

Communities

Our businesses play a critical role in the communities in which they operate by providing goods and services, creating jobs, and driving innovation. We seek to contribute to society by supporting communities and promoting social and economic development. Building and maintaining relationships of trust in the communities in which we operate is vital to the sustainability of our business.

Impact investing

In January 2023, Rigby Group invested £10 million in a discretionary fund. The yield from the fund will be re-invested in impact projects which generate positive, measurable, social, and environmental impacts. An update on the progress of this initiative will be provided in our next report. The Governance of the fund is managed by the Group's Investment Committee, which reports to the Board of Rigby Group.



SCC staff donated over 140 pairs of shoes to Shoe Aid charity



Social contribution

We promote a culture of giving back and support a range of causes through donations to our independent charitable trust, The Rigby Foundation, volunteering and fundraising initiatives, and community partnerships.

The Rigby Foundation

Sir Peter Rigby founded the Rigby Foundation charitable trust in 1992 (registered charity no. 1011259). Since then, the Foundation has supported numerous charities and causes, with an emphasis on lifelong learning, health, and education — especially in the communities in which we operate. The Foundation operates separately from the Group but receives Group funding currently pledged at £2 million per annum. Causes The Rigby Foundation supported in 2023 include:

- **Unite by 2022:** The Commonwealth Games legacy appeal in Birmingham.
- **The SCC Academy:** Providing digital skills training to job seekers.
- **South Warwickshire Foundation Trust:** Supporting cancer work.
- **Place2Be:** A UK-based children's mental health charity.
- **City of Birmingham Symphony Orchestra:** The Rigby Foundation is a principal sponsor.

Volunteering and fundraising

We collaborate with local charities to identify meaningful ways for our employees to make a positive impact in our communities. Rigby Group and SCC UK employees are encouraged to use two paid volunteering days each year.



SCC granted £1,000 and donated IT equipment to CASBA – a Birmingham-based charity that provides advocacy to people with learning disabilities

Community partnerships

Youth initiatives:

- We support The King's Trust, which works with 11-30-year-olds who are unemployed or at risk of school exclusion, to develop their confidence and skills to live, learn, and earn.
- SCC France provides financial support and services to the e-Enfance/3018 Association, which educates young people about good digital practices and raises awareness about the national service for young victims of digital violence.
- SCC has donated refurbished laptops to disadvantaged students through the Birmingham Education Foundation, supported our customer Coventry Building Society in offering laptops and onsite data erasure services to schools, and provided laptops and free data to support learning at home for 12 Royal Shakespeare Company Associate Schools in Birmingham and Warwickshire.
- Our airport staff strive to inspire and educate young people about career opportunities in the aviation industry. For example, Bournemouth airport has hosted students from Polygon School and members of Burton Cubs. Exeter airport regularly gives talks and tours to students from South Devon College and in 2022 hosted the 1st Cranbrook Brownies whose visit focused on women in aviation.

Right: Exeter airport hosted a visit for 1st Cranbrook Brownies as part of a project looking at women in aviation





SCC staff volunteering for a Canal & River Trust clean up day



Richard Pace, Managing Director at Norwich airport at the Hellesdon Community Centre's free 'warm room'



Royal National Institute of Blind People (RNIB) visit to Exeter Airport

Supporting vulnerable people:

- To support people at risk of going hungry in the Tyseley region of Birmingham, our senior leadership team donated food to the local Sparkhill Foodbank centre and sorted three tonnes of food in their warehouse.
- Our SCC Academy in Romania offers refugees from Ukraine training programmes to re-skill and acquire new competencies.
- In Winter 2022, Norwich airport donated a new TV to Hellesdon Community Centre's free 'warm room,' a place set up for locals struggling with rising energy costs.
- SCC UK employees volunteered at SIFA Fireside, which supports homeless or vulnerable adults.

Environmental causes:

- SCC UK employees helped plant over 500 trees in the New Forest National Park via an initiative established with vendor partner HP and Forestry England.
- Our hotels collaborate with Forest of Hearts, a charitable organisation promoting 'gardens for good' to enhance well-being, biodiversity, and employability in the Mendip Hills. Our team contributed to a native hedgerow and tree planting project.

Supporting people with disabilities, life-limiting conditions, or illnesses:

- SCC France sponsors the creation of nearly 700 jobs for people with disabilities throughout France, as the first patron of the digital UNEA Consortium.

- Norwich airport supports the Stepping Stones Project, a local charity for adults with learning disabilities. The airport has hosted tours for employment-seekers from the group and hired a member after he completed a four-week work placement at the airport.
- The Royal National Institute of Blind People provided specialist awareness sessions to help staff at Exeter airport better assist passengers with sight loss and reduced mobility. All our airports strive to increase accessibility and comfort for all passengers, including travellers with anxiety, whom our staff strive to reassure through initiatives aimed to alleviate stress.
- Our airports support Fly2Help by offering free respite flight experiences for children and adults living with life-limiting conditions, profound disabilities, severe illness, bereavement, or isolation.
- SCC UK partners with Molly Olly's Wishes, a charity that supports the emotional wellbeing of children with terminal or life-threatening illnesses and their families.

Assisting people who save lives:

- The Digital Innovation Hub launched by SCC UK and South Warwickshire NHS Foundation Trust allows clinicians to explore digital care solutions.
- Exeter airport's 2023 charity of the year was Andy's Man Club, a charity providing support to groups across the UK aimed at preventing suicide in men.
- RCA is a longstanding supporter of the local Devon and East Anglia Air Ambulance Trusts, which operate their life-saving services from our airport facilities. We waive their airport fees and donate in-kind to both trusts. In 2023, our total in-kind donation was £557,000, up £63,000 from 2022. Beyond our financial support, we collaborate with the Trusts to identify ways we can assist their operations, including providing logistical support to aid their efforts to transport patients.

R&D and innovation

We are committed to driving research and development, within our divisions and across the communities where we operate. The cornerstone of this commitment is the SCC Academy, established in the West Midlands in 2022 to provide free digital skills training and career development opportunities to hundreds of community members each year. We also seek to drive innovation through strategic partnerships with universities and other groups focused on innovating solutions to real-world challenges.

SCC Academy

In 2022, the Rigby Family established the SCC Academy in the West Midlands to support local career development in the IT industry. This builds on SCC's history as the Midlands' largest private employer.

The Academy offers free courses to individuals and community groups on entry-level topics (such as digital foundation skills, and acting safely and legally online) to higher-level qualifications. Rigby Group provides financial support via the Rigby Foundation and SCC provides resources to support on-site technical training. The Good Things Foundation provides eligible participants with free access to laptops and data to support learners in developing their skills outside of the classroom. Since its founding, the Academy has:

- Engaged over 500 students in essential digital skills training and events aimed at developing employability skills (through March 2023).
- Hosted two CV-writing workshops in collaboration with the King's Trust.
- Provided qualifications to 18 people who completed a 12-week data analytics course leading each of them to interview for SCC roles.



Sir Peter Rigby (right) at Aston University. SCC has formed a strategic partnership with Aston University, through the new Aston Digital Futures Institute (ADFI).

- Provided 58 devices and hundreds of SIM cards to local community groups and charities through partnership with Good Things Foundation.
- Hosted learning sessions and presentations with the Young Adults' Foundation Trust, the Department of Work and Pensions (DWP), and domestic violence charities.

Aston University Partnership

SCC UK is partnering with Aston University to:

- Train students and professionals via programmes focused on health and digital innovation across a range of priority industry sectors in West Midlands.
- Contribute industry expertise to a related research programme focused on data analytics, cloud computing, cyber-security, and digital transformation.
- Join Aston University's Computer Science Industry Club — an exclusive network of partners, leading academics, and students.

The partnership will be rooted in real-world challenges and support delivery of better digital solutions.

Principles

Our principles are rooted in our family values and ensure integrity, transparency, and fairness are demonstrated across each of our sustainability pillars. Across the Group, we are committed to ethical behaviour and always strive to combine the flexibility and attitudes of a private company with the standards and procedures expected of listed companies. Through this approach, we aim to continue serving as a beacon of good governance for other family businesses.

58	Purpose and governance
58	Mission and values
58	Governance
60	Risk and opportunity oversight
61	Oversight
61	Management and assessment process
61	Assessing and prioritising risk
62	Ethical behaviour
62	Our commitment to human rights
62	Supplier code of conduct
62	Combatting fraud
62	Preventing tax evasion
62	Whistleblowing



We have been working to improve our groupwide ethics, anti-bribery, and corruption training, ensure all divisions have a whistleblowing policy and process, and align governance policies across the Group. We strengthened our risk management framework in 2022 and have continued to refine and integrate this into our divisions in 2023. We are delighted that SCC France has been recognised for its credentials, and ethical performance standards, securing Ecovadis Platinum status, placing it in the top 1% of businesses.

Our PRINCIPLES goals



GOAL



TARGET DATE



PROGRESS

Improve groupwide ethics and anti-bribery and corruption training.

2024

On track



Ensure that all divisions have a whistleblowing policy and process.

2024

On track



Align our governance policies across the Group.

2024

Initiated



Group purpose and governance

Mission and values

Our mission is to remain a top ten UK family-owned, multigenerational business whilst upholding our key values.

Rigby Group is a values-led business built around three core principles:

- **Foresight.** Our intuition is underpinned by our experience.
- **Working hard.** We are committed to achieving excellence in all that we do.
- **Enabling others.** We have a federated approach to our valued team and trust our leaders to be the very best they can be.

Our family principles — The Rigby Way — guide how we conduct ourselves personally and professionally:

- **Honest and respectful.** We keep our word and endeavour to respect and dignify every person.
- **Compassionate.** We appreciate how much we have received from others, and we strive to use our resources and influence to care for our people, community, environment, and especially those in need.
- **Fearless.** We use our voice for change, and we speak up when we feel things are not right.
- **Lifelong learning and growth.** No matter what we achieve, we know that there's always more to learn and always an opportunity to grow.
- **Positive impact.** As a family and through our business and foundation, our ambition is to act in a manner which we can always feel proud of.

Governance

Rigby Group is a family-run enterprise, where shareholders also serve as directors for both the Rigby Group and its various divisional boards. This alignment ensures a focus on the long-term trajectory of the business, free from the constraints of short-term goals and returns, while also maintaining a well-informed shareholder base.

Maintaining sound governance and high standards of business conduct is paramount for the Group's directors. We extend this commitment throughout divisional boards, operational executives, and employees. As Joint Chief Executives and shareholders of the Group, James Rigby and Steve Rigby guide the company in line with the shareholders' vision, family values, and the professional rigour necessary to achieve long-term objectives.



Julie Mortimer, Director of Finance and Company Secretary and Peter Whitfield, Chief Financial Officer



Sir Peter Rigby, Steve and James Rigby (from left to right)

Here, we summarise our key governance structures:

- **The Rigby Group board.** The board convenes 10 times annually, with the flexibility to meet more frequently. These sessions provide updates to shareholders and directors on financial performance, sales, commercial activities, legal matters, strategic updates, and M&A activities, fostering collective decision-making on key matters. Throughout FY23 the Rigby Group Board held eight meetings, with an average attendance of 83%.
- **Audit Risk and Remuneration Committee (ARR).** The ARR is responsible for financial reporting, risk management, and governance — encompassing both internal and external audit functions. Additionally, the committee is entrusted with conducting an annual assessment of executive compensation across the Group, including benchmarking to provide impartial guidance to executives. The ARR meets at least quarterly, presided over by non-executive director George Campion. Among its members are James Rigby, CEO; Peter Whitfield, CFO; and Julie Mortimer, Rigby Group's Director of Finance and Company Secretary. Throughout FY23 the committee convened five times, maintaining an average attendance rate of 85%.
- **Public Investment Committee (PIC).** The PIC offers strategic direction to the board regarding investments in Public Funds and securities of funds that are not immediately needed for acquisition or organic investment. Special emphasis is placed on assessing counterparty risk and the investment horizon, ensuring availability of funds when needed, and safeguarding capital value. Convening quarterly, the PIC is under the leadership of Steve Rigby, with its membership comprising Peter Whitfield, Edouard Carlone, Rigby Group Head of Family Office, and Paul Southall — Rigby Group Head of Sustainability. Since its inception in January 2023 the PIC has held four meetings, with 100% attendance rate.
- **Sustainability boards.** Our Head of Sustainability chairs each division's ESG Committee. These committees operate as dedicated platforms to advance our ESG objectives by formulating and implementing innovative strategies and initiatives. They play an instrumental role in shaping our corporate identity and promoting a harmonious balance between business success and societal wellbeing.
- **Executive boards.** Board meetings are organised for each of our divisions, facilitating effective communication and strategic alignment. These include:
 - Operating board — responsible for day-to-day operations — convene monthly.
 - Supervisory boards — encompassing a broader spectrum of internal stakeholders — gather quarterly to provide comprehensive oversight.
 - Specialised sub-committees handle specific topics like residual values, allowing for focused attention and informed decision-making.

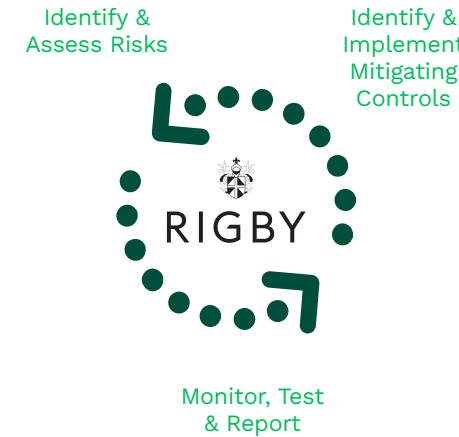
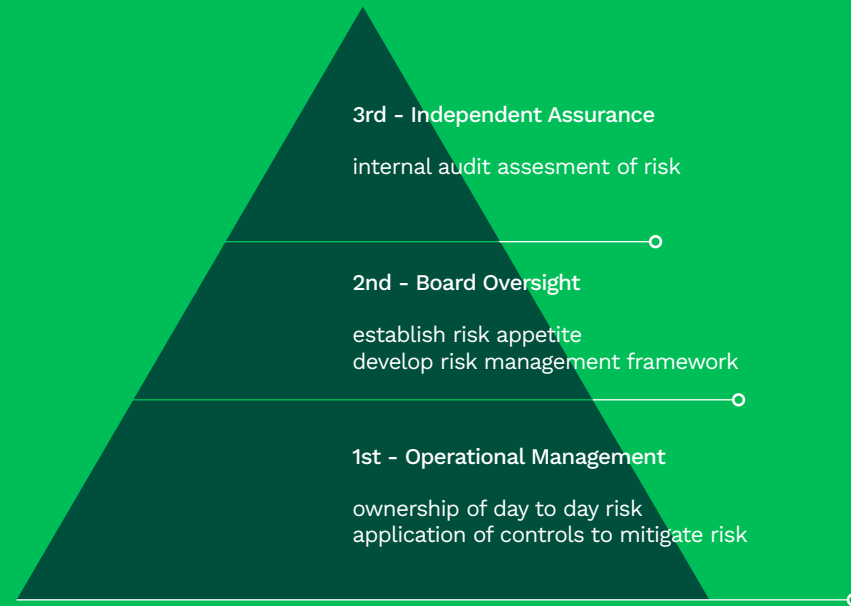
Across the Group our executive teams undergo regular evaluations and enhancements, ensuring they are equipped to nurture growth and maintain the skills and expertise required to drive our endeavours forward.

Group risk and oversight

At Rigby Group, we take seriously our responsibilities to stakeholders. Although we are not obligated to adhere to a structured corporate governance code, we endorse efforts aimed at promoting positive culture and conduct. This includes our comprehensive approach to managing risk — detailed below — which is applied across the Group and all divisions.

Oversight

- **Internal control and risk.** The Rigby Group board employs the traditional three-tiered approach to risk management.
- **Independent assurance.** Within the Group, our internal audit division is accountable to Rigby Group's Chief Financial Officer. This division collaborates closely with the ARR to pinpoint focal points for internal audits, communicates discoveries, and oversees the execution of recommendations.
- **Board oversight.** The board is accountable for upholding and evaluating the Group's internal control framework, ensuring the strength of controls and their alignment with risk tolerance, while pursuing strategic goals. The ARR orchestrates the Group response to risk.
- **Operational management.** Operational management has primary responsibility for recognising and handling risks. Board oversight and independent assurance guarantee the efficacy of risk management.



Management and assessment process

- **Risk Management Framework.** Rigby Group's Risk Management Framework, strengthened in 2022, outlines our approach to identifying, evaluating, and handling risks across the organisation, concentrating on enterprise-level risks.
- **Enterprise Risk Owners (ERO).** Each division is assigned an ERO, who coordinates risk owners to ensure that the business's operational risks are considered and incorporated within the enterprise risk process. Operational risks only escalate to enterprise-level status if they pose fundamental challenges to the business's future. The ERO oversees the Divisional Risk Register — see below. The shareholders have entrusted the ARR with overseeing the Rigby Group's Risk Management Process, including establishing a Rigby Group Risk Register, confirming appropriate mitigations, and aligning residual risks, post-mitigation, with shareholders' risk appetite.
- **Risk methodology - The Divisional Risk Register.** This is our standardised template for comprehensive risk tracking, subject to biannual evaluation by the ARR. It encompasses:
 - Key enterprise risks, both existing and prospective.
 - Appraisal of the risks' likelihood and impact on the business.
 - Measures implemented or planned in response to risks, including designated individuals accountable for risk management and monitoring.
 - Notable alterations, mitigations, and emerging patterns related to these risks.

A holistic analysis is conducted to build the Risk Register. This analysis encompasses general business risks, sector-specific risks, and company-specific risks. The board administers and maintains an Enterprise Risk Inventory to facilitate this process.

Assessing and prioritising risk

To evaluate risks, we assess likelihood and impact, which results in a high, medium, or low-risk rating.

- Likelihood assessment (1-5): The probability of an event occurring, where 5 signifies a certain or impending risk, and 1 signifies a remote likelihood.
- Impact assessment (1-5): The potential impact prior to and following mitigating measures, where 5 signifies severe risk with critical repercussions, and 1 indicates negligible impact.
- Risk rating and level: The risk assessment is derived by multiplying the likelihood score by the impact score. The resultant figure subsequently aligns with a specific risk level.

Risk Rating	Likelihood					
	5	4	3	2	1	
Impact	5	25	20	15	10	5
	4	20	16	12	8	4
	3	15	12	9	6	3
	2	10	8	6	4	2
	1	5	4	3	2	1

Risk Level ● High ● Medium ● Low

Ethical behaviour

Commitment to human rights

We are committed to respecting and supporting human rights. We work to ensure our supply chains are free from any involvement in forced labour or human trafficking and have strict policies in place to combat modern slavery in all its forms. By working closely with our partners, we implement responsible sourcing practices, alongside conducting regular audits to verify compliance.

Supplier code of conduct

In 2024 we will look to standardise our supplier code of conduct requirements across the entire Group to ensure our supply chains are aligned to our ethical and sustainability standards.

Combatting fraud

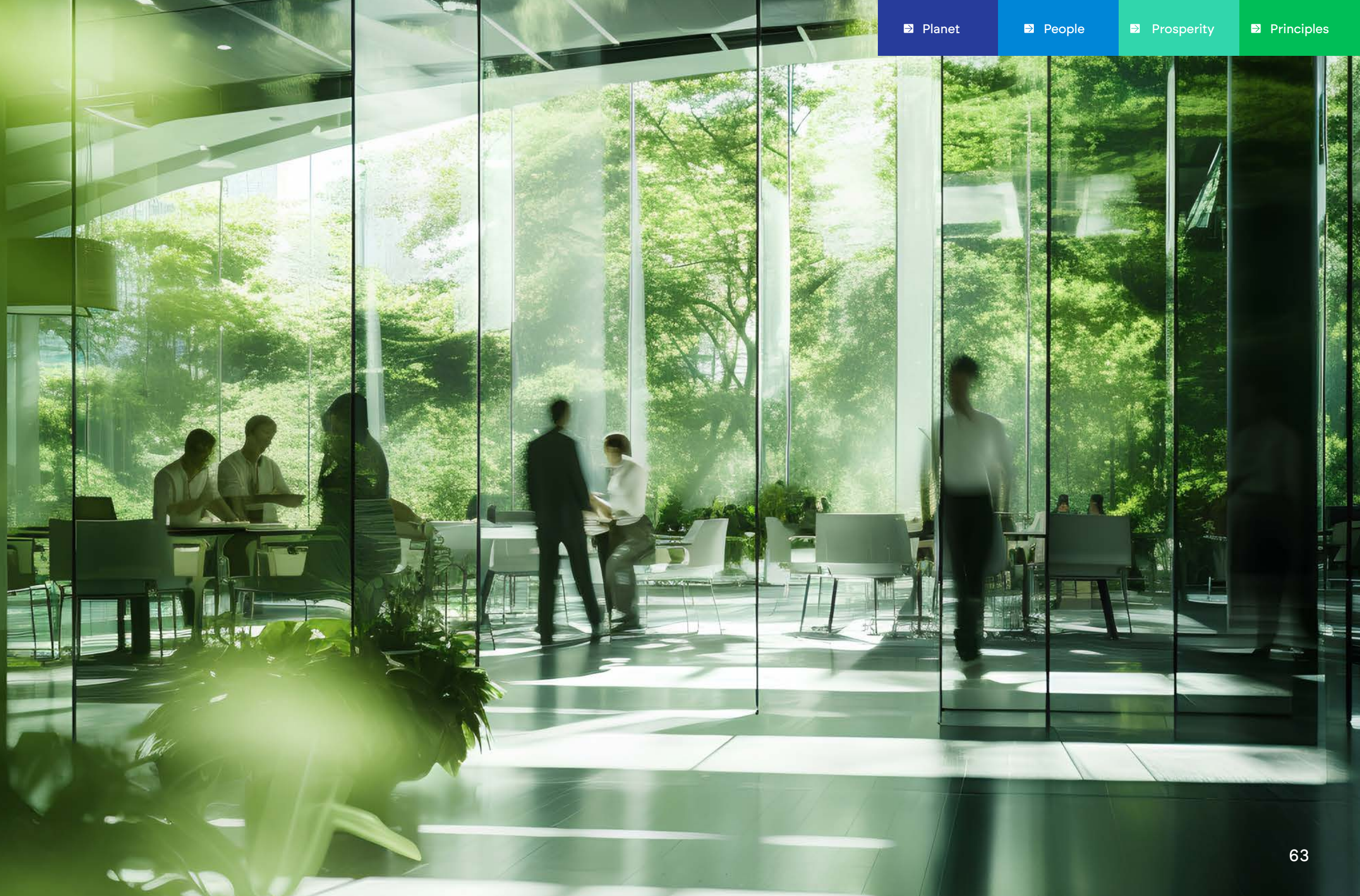
Our anti-fraud measures are designed to detect and prevent fraudulent activities within our business. Robust internal controls and reporting mechanisms help to safeguard against fraud and ensure responsible use of resources. We have zero tolerance for bribery and corruption, and promote a culture of integrity, fairness, and ethical business conduct. Our employees are expected to uphold the highest standards of honesty and transparency in all their interactions with clients, partners, and stakeholders.

Preventing tax evasion

We are committed to preventing the facilitation of tax evasion and implement measures to ensure compliance with relevant laws and regulations. To ensure positive contributions to the economies and societies in which we operate, we promote transparency and accountability in our financial practices.

Whistleblowing

Whistleblowing — the act of reporting wrongdoing by colleagues — is an essential mechanism for maintaining ethical standards and continuous improvement. We provide channels for employees to report any concerns or wrongdoing they may encounter, guaranteeing confidentiality and protection against retaliation.





RIGBY

Est. 1975

January 2024
www.rigbygroupplc.com