

2025 Gallagher UK ESG Overview

Facing our future with confidence



Gallagher

Welcome

“At Gallagher, our unique culture of ethics and service is at the core of everything we do — it’s [The Gallagher Way](#). Sustainability is one of the strategic priorities for our UK business, and each year, we work diligently to advance our environmental, social and governance (ESG) priorities. This ESG overview highlights our environmental progress, ethical principles and steadfast dedication to our people and the communities we serve.”



MICHAEL REA
Chief Executive Officer
Gallagher UK Broking and Underwriting

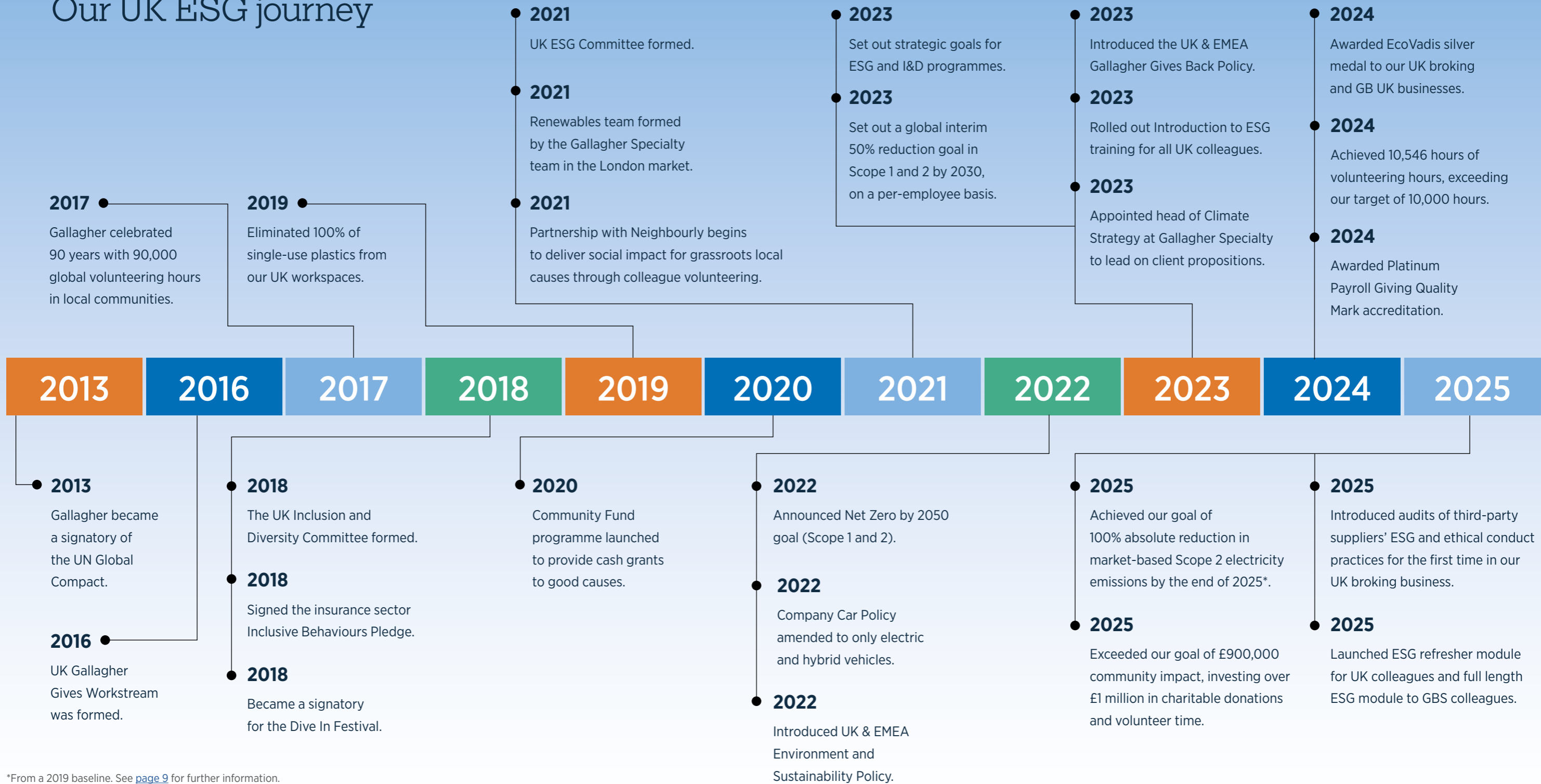


EMMA SHERON
Head of ESG, UK & EMEA and
Group Community Investment Lead

“We believe that transparently sharing ESG metrics and performance is essential to demonstrating the progress we are making in implementing our UK ESG programme. We are continuously enhancing the metrics we use to measure progress across all elements of our strategy and anticipate that these will evolve further over time.”

This report offers a summary of our progress across our UK business operations of Arthur J. Gallagher Services (UK) Limited (UK broking business), Gallagher Benefit Services Management Company Limited (GBS UK benefits business) and Gallagher Bassett International Ltd (GB UK claims business) unless otherwise stated, from 1 January 2025 to 31 December 2025.

Our UK ESG journey



*From a 2019 baseline. See [page 9](#) for further information.

UK ESG Committee governance

Our established UK ESG Committee has senior representatives from across our UK broking business, GBS UK business and GB UK business.

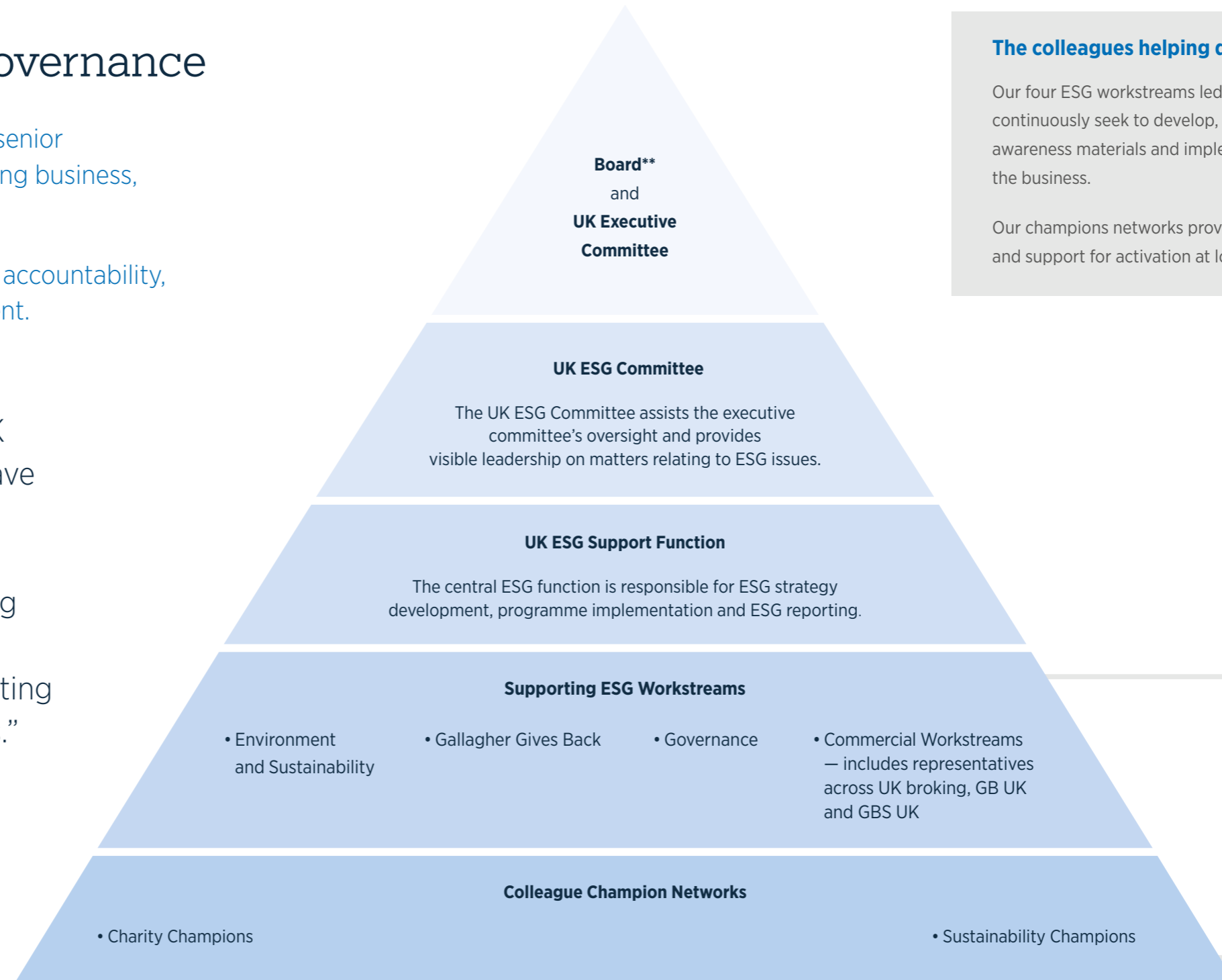
Our ESG governance structure facilitates accountability, transparency and continuous improvement.

*Europe, the Middle East and Africa

“Since taking on the role of the UK ESG Committee Chair in 2023, I have been truly inspired by the strides we have made in minimising our environmental footprint, enhancing our positive social contributions within local communities and creating innovative solutions for our clients.”



ALEX WOLNY
Commercial Director, UK & EMEA
and UK ESG Committee Chair



The colleagues helping drive our ESG agenda

Our four ESG workstreams led by our colleagues continuously seek to develop, deliver and embed ESG awareness materials and implement initiatives across the business.

Our champions networks provide a wealth of ideas and support for activation at local levels.

**With respect to UK-related initiatives, the UK ESG Committee reports to the Board.

Our contributions to the United Nations Sustainable Development Goals

Arthur J. Gallagher & Co. (AJG) and its subsidiaries (Gallagher) aim to align their sustainability initiatives to certain of the United Nations (UN) Sustainable Development Goals (SDGs) to support their vision of sustained, inclusive and sustainable economic growth and decent work for all.

SDG	Our alignment
<p>3 GOOD HEALTH AND WELL-BEING</p>	We seek to prioritise the health and well-being of our employees. Gallagher’s comprehensive health and wellness programmes, coupled with our insurance solutions, promote healthy lifestyles and support access to quality healthcare.
<p>5 GENDER EQUALITY</p>	We strive to foster a workplace where inclusion is a priority. Gallagher promotes equal opportunities for employees through leadership development programmes, mentorship and policies that support work-life balance.
<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	Gallagher seeks to contribute to the development of sustainable cities and communities through our risk management and insurance solutions. We support projects that promote climate resilience and sustainable development through our parametric insurance offerings.
<p>13 CLIMATE ACTION</p>	Gallagher promotes the reduction of our environmental footprint and addressing climate change through our operational net-zero and interim goals.
<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	We aim to uphold high standards of ethical conduct to foster trust and accountability in all of our interactions. Gallagher’s Global Standards of Business Conduct seek to promote transparency, integrity and respect for human rights.



Our focus on the Environment

2025 highlights

Aligned to a new AJG global environmental reporting platform, Watershed.

Achieved goal of

100%

absolute reduction in market-based Scope 2 electricity emissions by the end of 2025*

Since 2024, we have reduced our market-based (MB) total emissions' intensity by



Grew our sustainability champions network by



2026 ambitions

Update our Company Vehicle Policy by the end of 2026, ensuring all new company vehicles are fully electric by 2030.

Continue to transition away from gas to electric heat sources where appropriate across our UK office portfolio.

Continue to promote environmentally friendly behaviours through our 200 Days of Sustainability celebrations with colleagues.

Our UK decarbonisation goals

Our UK business has set out further decarbonisation goals in support of the global operational net-zero goal:

- 100% absolute reduction in Scope 2 electricity emissions by the end of 2025*. (Achieved)
- 50% absolute reduction in Scope 1 emissions by 2030**.
- Full decarbonisation of Scope 1, 2 and 3 by 2050**.

*From a 2019 baseline. A 100% absolute reduction in Scope 2 (market-based) electricity emissions by the end of 2025 does not include Scope 2 purchased heat. 100% absolute reduction will not include associated electricity emissions from newly acquired businesses after 30 June 2025.

**From a 2019 baseline.

Our global net-zero goal

Gallagher has set a global operational net-zero goal for direct operations carbon dioxide equivalent (CO₂e) emissions (Scope 1 and Scope 2) by 2050 and an interim goal of reducing consolidated Scope 1 and Scope 2 CO₂e emissions on an average per-employee basis by 50% by 2030 using a 2019 baseline.

“This report focusses on our UK ESG governance and highlights. In addition, our global sustainability team is committed to fostering sustainable business practices across the company’s global operations.

For insights into the sustainability performance and data of our global operations, please refer to our [AJG 2024-2025 Global Impact Report](#). For queries relating to our global operations, please contact CorpESG@ajg.com.”



LISA COYNE
Global Sustainability Leader

Our UK emissions

Total carbon emissions (tCO ₂ e)	2019	2020	2021	2022	2023	2024	2025	2025 variance to 2019	2025 variance to 2024
Scope 1	1,410	999	924	1,353	1,377	1,327	1,148	-19%	-13%
Scope 2 (MB)	4,503	3,998	3,665	2,504	3,062	3,330	15	-100%	-100%
Scope 2 (LB)	3,326	3,004	2,671	2,627	3,237	2,732	2,386	-28%	-13%
Scope 3	35,848	25,729	28,460	40,900	53,068	66,347	56,818	58%	-14%
Total (MB)	41,760	30,726	33,050	44,757	57,506	71,004	57,981	39%	-18%
Total (LB)	40,583	29,733	32,055	44,880	57,681	70,406	60,352	49%	-14%
Intensity by FTE									
Scope 1, 2 and 3 intensity by FTE (MB)	7.43	5.74	4.95	6.25	6.93	8.39	6.19	-17%	-26%
Scope 1, 2 and 3 intensity by FTE (LB)	7.22	5.55	4.80	6.26	6.95	8.32	6.44	-11%	-23%
Energy consumption									
Electricity (MWh)	12,962	12,822	12,512	13,489	15,530	13,102	13,366	3%	2%
Natural gas (MWh)	2,182	2,165	2,006	2,153	2,201	2,093	1,942	-11%	-7%
Vehicle transport (MWh)	5,963	2,760	2,170	5,267	4,902	4,435	3,956	-34%	-11%

Tracking against our UK decarbonisation goals

In 2025, we restated all prior years’ emissions data following the transition from our previous provider to a new, global AJG provider, Watershed. This transition allows for consistent global reporting of our carbon footprint with aligned definitions and methodologies. Key changes include the addition of district heat into our Scope 2 inventory. We have also incorporated data from data centres located in the UK, which were previously managed and reported at a global level.

Please refer to [page 15](#) for emissions methodology and definitions.

We recognise that our Scope 3 emissions have increased since 2019. However, this is largely due to our business travel and purchased goods and services emissions as a result of significant business growth. On an FTE intensity basis, our Scope 3 emissions have been reduced 23% since 2024, and 5% since 2019. As we progress towards our 2050 full decarbonisation goal, we look to implement targeted emission reduction measures.

“We recognise the importance of addressing environmental challenges for society, our business and our clients. Over the last year, we have continued to make progress toward our UK decarbonisation goals, working collectively across our direct and indirect operations to reduce our environmental footprint.”



TOM GUNN
Director of Real Estate, UK, and Environment and Sustainability Workstream Lead



Our focus on Client Solutions

Gallagher continues to put the customer first by delivering both innovative products and tailored solutions as well as valuable thought leadership to address evolving environmental, social and business challenges.

Helping our clients address environmental risk

- [Pollution and environmental release insurance](#)
- [Catastrophe/excess coverage driven by climate](#)
- [Property and performance coverage for renewable energy products](#)
- [Parametric insurance](#)
- [Climate change vulnerability assessments](#)
- [Environmental stewardship assessments](#)
- [Insurance solutions to mitigate risks associated with de-carbonization initiatives](#)
- [Reinsurance brokerage for wind and other renewables](#)
- [Advisory services on renewable growth opportunities and technical specifications](#)
- [Reinsurance brokerage for carbon capture and storage risk](#)

For more information, please connect with your [Gallagher expert](#).

Helping our clients deliver social impact

- [Community Matters Newsletter](#)
- [Comprehensive cyber liability insurance, helping clients prevent, manage and recover from cyber risks](#)
- [Standard and specialist business insurance solutions for small and mid-sized enterprises \(SMEs\).](#)
- [Insurance for charities, not-for-profit groups, leisure trusts and YMCAs](#)
- [Risk management and insurance advice to YMCAs in the UK](#)
- [Social Housing Insurance](#)
- [Care Insurance](#)
- [Community transport Insurance](#)
- [Organisational wellbeing consulting](#)

For more information, please connect with your [Gallagher expert](#).

“Gallagher is committed to driving sustainable economic development by helping our clients manage climate-related risks, seize opportunities in the transition to a lower-carbon economy, and deliver meaningful social impact that fosters stronger communities and a more equitable future.”



RICHARD RUDDEN
Head of Green Solutions – Marine, Energy and Aviation, and Commercial workstream Reinsurance representative

Our focus on our People

2025 highlights

Our Emerging Women’s Development Programme achieved finalist place for the Contribution to Gender Inclusion Award at the Women in Insurance Awards.

Enhanced our learning and development offering to include topical sessions on emotional intelligence, critical thinking and problem-solving, managing difficult conversations and managing change.

Recognised by Disability In as one of the Best Places to Work for Disability Inclusion.

Our Inclusion and Diversity (I&D) I&D Network continues to grow and support our efforts to promote awareness and embed our INCLUDE behaviours.

2026 ambitions

Maximise our inclusion and diversity partnerships to increase applications from diverse backgrounds.

Continue to grow and expand Inclusion and Diversity Network members.

Develop and publish a new ‘Culture and Benefits at Gallagher’ guide to support inclusive talent attraction and hiring.

Launch the new ‘Explore’ career development hub.

“At Gallagher, we consider our people to be our greatest asset. We embed an inclusive culture, in which every colleague can be their true selves. We want to build a diverse workforce for the future that is reflective of the communities and clients we serve. Through our dedication to openness, accountability and integrity, we aim to uphold exacting standards of service and ethics in all our practices and interactions.”



CLAIRE DAVIES
HR Director

Our approach to I&D

In 2023, we launched six I&D goals for our UK broking business. The goals underpinned our I&D strategy, ensuring our programme was as impactful as possible.

Three of the goals expired at the end of 2025 and one surpassed ahead of target, and as a result, we are moving forward with a set of principles that reflect the culture of the firm and its dedication

to inclusion, diversity and gender balance. This approach ensures that we continue to use data to track and measure our progress, while fostering a shared responsibility across the organisation to champion clear and actionable principles that go beyond the numbers and demonstrate our unwavering dedication to balance and inclusion in every aspect of what we do.



Our workforce	2025
Total headcount	9,679
Full-time equivalent (FTE)	9,368
Full-time employees	88%
Part-time employees	12%
Male	53%
Female	47%
Voluntary turnover*	12%
Demographic self-disclosure*	
Colleagues who voluntarily disclose their race and ethnicity	85%
Colleagues who voluntarily disclose their sexual orientation	75%
Colleagues who voluntarily disclose their religion	79%
Colleagues who voluntarily disclose their transgender status	76%
Engagement**	
Response rate	90%
Overall engagement	75%
Experience vs expectation	89%
Wellbeing	88%
Inclusion	83%
Learning and development	
Colleagues participating in leadership development programmes, including Women's Development Programmes*	244
Total Continuous Professional Development (CPD) hours completed***	267,514
Members of our I&D network	40
Number of mental health first aiders	80

*Applicable to our UK broking business only.

**The colleague engagement survey percentages are derived through a blend of quantitative and qualitative methods to evaluate the overall sentiment, commitment and productivity of employees.

***Applicable to our UK broking business and GB UK business only.

Our focus on Community

2025 highlights

Exceeded our goal of £900,000 community impact, investing over **£1 million** in charitable donations and volunteer time in our local communities.

Supported **150,000+** beneficiaries and **400+** good causes through our charitable donations and volunteering.

2,500+ hours of volunteering completed during our annual June Volunteers Month celebrations.

44% increase in total charitable donations since 2024.

2026 ambitions

- Achieve 11,000 volunteer hours.
- Establish a local community-focused goal into our UK broking business's dominant priorities.
- Ensure there is a charity champion in each of our UK offices with over 50 FTE colleagues.

“We believe that every colleague is a connection to our local communities, and we encourage the support of charities and community groups where we live and work through our Gallagher Gives Back programme.”



ALETTA WARNE
Director of Retail Operations, and Gallagher Gives back Workstream Lead



Community investment

	2019	2020	2021	2022	2023	2024	2025	2025 variance to 2019	2025 variance to 2024
Volunteering value*	£70,262	£13,490	£23,736	£85,238	£191,349	£268,969	£260,546	271%	-3%
Charitable donations**	£208,028	£154,629	£260,270	£708,723	£676,454	£574,031	£828,586	298%	44%
Total community investment	£278,290	£168,119	£284,006	£793,961	£867,803	£843,000	£1,089,132	291%	29%
Volunteer hours	3,120	599	1,054	3,785	7,930	10,546	9,976	220%	-5%
Volunteering hours per FTE	0.66	0.13	0.18	0.6	1.03	1.36	1.06	61%	-22%
Colleague participation in volunteering	-	-	-	7%	13%	15%	15%	-	0%
Total beneficiaries supported via charitable donations and volunteering***	-	-	-	48,367	117,860	166,560	151,529	-	-9%
Total good causes supported via charitable donations and volunteering	-	-	-	136	349	435	439	-	1%
Number of Gallagher Charity Champions	-	-	-	63	85	91	109	-	20%

*Calculated by volunteering hours multiplied by the median Gallagher hourly rate.

**Includes all charitable donations across our programmes, including Community Fund, matched giving, Making a Difference, Project Rugby and other direct to charity payments.

***Number of beneficiaries and charities supported provided by our community partner, Neighbourly.



Our approach to Governance

2025 highlights

Over **6,400** colleagues completed ESG training*.

Introduced audits of third-party suppliers' ESG and ethical conduct practices for the first time in our UK broking business.

Completed a modern slavery risk assessment of our UK broking business, including modern slavery engagement with **24** of our Gallagher Center of Excellence (GCoE) fourth party suppliers.

Performed physical climate-risk assessments for our operational UK real estate portfolio.

Distributed our ESG supplier attestation to our GB UK Business Important and Critical Suppliers for the first time.

2026 ambitions

Continue to assess climate-related physical and transition risks and opportunities across our UK operations.

To review our ESG and ethical conduct risk domains as part of our UK broking business 2026 supplier audits.

Engage with an external organisation, such as Slave Free Alliance or a similar body, to benchmark Gallagher against industry peers and identify further opportunities for control enhancements.

“The Gallagher Way is built on a foundation of trust, aiming to align its leadership and an unwavering focus on the highest standards of ethics and integrity.

As a signatory of the UN Global Compact, Gallagher ensures its ESG initiatives are aligned with the UN SDGs.

Our governance framework provides guidance for our actions and interactions, both within the organisation and beyond.”



RICHARD GOUGH
Chief Risk Officer, and
Governance Workstream Lead

*Includes new 2025 ESG refresher training in our UK broking business and full-length ESG training in our GBS UK businesses.



Good governance principles

Our six good governance principles underpin effective decision-making.

- **Information:** Make sure the information provided is clear and in context
- **Interpretation:** Include your interpretation or analysis of the facts provided
- **Response:** Prompt and full responses to requests are important
- **Challenge:** Respond openly to, and where appropriate, provide constructive challenge
- **Risk:** Risk management and compliance are everyone's responsibility
- **Escalation:** Escalate issues through the correct channels before they become problems

EcoVadis

In 2025, we were awarded the EcoVadis silver medal for our GB UK business, and the bronze medal for our UK broking business. The awards highlight our dedication to promoting responsible environmental practices, upholding labour and human rights and advancing sustainable procurement efforts.



ESG-related policies

In line with our legal obligations, we have developed a range of policies to integrate ESG considerations into its business operations and decision-making processes. Our policies aim to foster sustainable practices, promote social responsibility and ensure robust governance to create long-term value for clients, employees and communities.

- [Global Standards of Business Conduct](#)
- Anti-Financial Crime Policy
- Third-Party and Client Vetting Policy
- Gifts and Hospitality Policy
- Whistleblowing Policy
- Vulnerable Customers Policy
- Equal Opportunities Policy
- Family-Friendly Policies
- Health and Safety Policy
- Supplier Code of Conduct
- Environment and Sustainability Policy
- Gallagher Gives Back Policy (community investment)

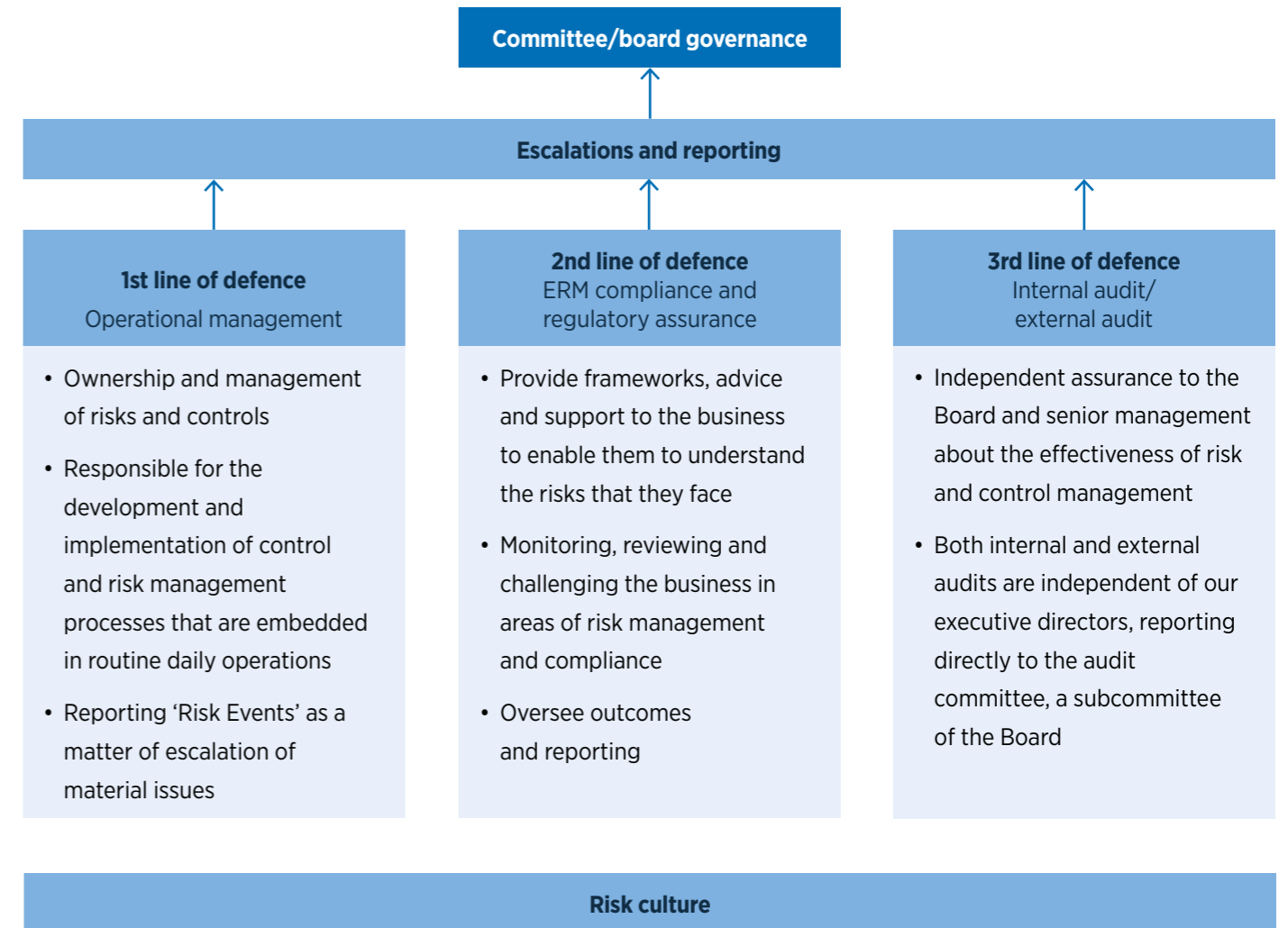
ESG-related disclosures

- [Gender Pay Gap Disclosures](#)
- Modern Slavery Statements
- Streamlined Energy and Carbon Reporting Disclosures
- Climate-related Financial Disclosure**

**Applicable to our UK broking business only.

Three lines of defence

Our three lines of defence model ensure effective day-to-day compliance and risk management of our business operations.



Supporting information

Definitions

We measure our environmental performance using a carbon footprint, including Scope 1, 2 and 3 emissions.

With respect to our Scope 1, 2 and 3 emissions data, we seek to collect actual data with respect to 100% of our UK operations. Where we cannot obtain actual data, estimated data are calculated by reference to square feet or a full-time equivalent (FTE) basis.

Scope 1: Direct CO₂e emissions from owned and/or managed sources. Given the nature of our business, our operations have historically produced limited Scope 1 emissions compared with certain other industries. Scope 1 emissions primarily come from the purchase and consumption of gas to heat and cool our owned offices and company fleet vehicles.

Scope 2: Indirect CO₂e emissions from electricity and gas usage in our offices. Scope 2 emissions include utility usage data where available, as well as estimates for the remaining office locations based on the average usage per square foot where actual data was available.

Scope 3: Gallagher's Scope 3 measurements include indirect emissions from sources the company does not own or control, including air travel (Category 6), employee commute (Category 7), hotels and ground transportation (Category 6), waste and recycling (Category 5), and purchased goods and services (Category 1).

Location-based (LB): Method considers grid emissions where electricity is used.

Market-based (MB): Method accounts for supplier-sourced energy (e.g., renewables).

Full-time equivalent (FTE): FTE is a unit of measurement that calculates the number of full-time and part-time employees across our UK business operations.

Emissions methodology

Gallagher uses Watershed, a carbon calculation tool to calculate its global footprint and has selected an organisational boundary based on Gallagher's operational control for global locations, which includes owned and leased facilities as well as fleet vehicles. For facilities where Gallagher subleases space to another tenant, the utility consumption is considered to be outside of Gallagher's operational control and therefore is not included within the reporting boundary.

Where we are unable to obtain actual data, Watershed will automatically fill gaps for these categories:

- Waste estimations for Scope 3.5 (waste generated in operations) — in the event of zero information on waste generation is inputted into the tool, Watershed will estimate office waste-related emissions using employee headcount data.
- Estimations for Scope 1 and 2 — in the event partial or zero information on utility data is available, Watershed will estimate electricity, heating and refrigerant emissions using building type and building square footage based on research-backed building energy performance benchmarks.



Reporting scope

Except where specifically noted, this report covers subject matter and data for the fiscal year ended 31 December 2025, and is limited to the operations owned, leased or operated by our UK business, which includes Arthur J. Gallagher Services (UK) Limited and its subsidiaries, Gallagher Benefit Services Management Company Limited and its subsidiaries, and Gallagher Bassett International Ltd. and its subsidiaries – unless otherwise noted across the report. References to the company, our, we or us mean our UK business, unless the content indicates otherwise. This report provides information and opinions as of 31 December 2025. Except as required by law, we assume no obligation to update the information herein, which is subject to change without notice.

Information concerning forward-looking statements

This report contains ‘forward-looking statements’. When used in this presentation, the words ‘anticipates,’ ‘believes,’ ‘contemplates,’ ‘see,’ ‘should,’ ‘could,’ ‘will,’ ‘estimates,’ ‘expects,’ ‘intends,’ ‘plans’ and variations thereof and similar expressions, are intended to identify forward-looking statements. Examples of forward-looking statements in this report include, but are not limited to, statements regarding: our UK decarbonisation goals and Gallagher’s interim and net-zero goals; our I&D plans and goals; the expected impact that our policies and initiatives may have in our business, our employees, our suppliers, our clients or the communities in which we operate and actions of suppliers and partners or our work with them. Actual results may differ materially. Readers are

cautioned against relying on any of the forward-looking statements, which are neither statements of historical fact nor guarantees or assurances of future performance. Any forward-looking statement we make in this report speaks only as of the date on which it is made and, except as required by law, we undertake no obligation to update such statements.

Other disclaimers

No part of this report shall be deemed to constitute an invitation or inducement to invest in Gallagher.

The inclusion or exclusion of information in this report should not be construed as a characterisation regarding the materiality or financial impact of such information. Any goals, commitments, incentives and initiatives outlined herein, including with respect to related timelines, are, unless explicitly stated otherwise, purely voluntary and aspirational, not binding on us, our business or management and do not constitute a guarantee, promise, commitment, assurance, representation or warranty regarding the accuracy, completeness or reasonableness of the related calculations or the actual or potential impacts or outcomes.

Similarly, there can be no assurance that our sustainability or ESG policies and procedures as described in this report will continue; such policies and procedures could change, even materially. We are permitted to determine in our discretion that it is not feasible or practical to implement or complete certain of our sustainability or ESG initiatives, policies and procedures based on cost, timing or other considerations.

Any awards and designations presented herein are the opinion of the respective parties conferring the award or designation and not of Gallagher. None of the awards or designations herein relate to Gallagher’s abilities. Further, the receipt of any awards by Gallagher is no assurance that Gallagher’s business objectives, including its sustainability objectives, have been achieved or successful.

Statistics and metrics relating to sustainability matters are estimates and may be based on assumptions or developing standards, including Gallagher’s internal standards, and actual results could differ materially. Terms such as ‘ESG,’ ‘sustainable,’ ‘inclusive,’ among other sustainability-related terms, can be subjective in nature and there is no representation or guarantee that these terms will reflect the views, policies, frameworks or preferred practices of any particular investor or other third party, or reflect market trends.

The United Nations Sustainable Development Goals (SDGs) are also aspirational in nature. The analysis involved in determining whether and how certain initiatives may contribute to the SDGs is inherently subjective and dependent on several factors. There can be no assurance that reasonable parties will agree on a decision as to whether certain projects, initiatives, investments or other aspects of our business contribute to a particular SDG. Accordingly, investors should not place undue reliance on our application of the SDGs, as such application is subject to change at any time and in our sole discretion.

Certain information contained in this report has been derived from publicly available information released by third-party sources, which we believe to be reasonable

but we have only been able to complete limited validation. Third-party climate information may not reflect the latest or most accurate data. To the extent that such third-party information we use is subsequently determined to be erroneous or otherwise not in keeping with best practices, it may affect our disclosures.

In addition, historical, current and forward-looking sustainability-related statements may be used based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future.



About Gallagher

Gallagher is one of the world's largest insurance brokerage, risk management and consulting firms. As a community insurance broker and trusted local consultant, we help people and businesses move forward with confidence. With more than 71,000 people working around the globe, we're connected to the places where we do business and to every community we call home. Managing risk with customised solutions and a full spectrum of services, helping you foster a thriving workforce and always holding ourselves to the highest standards of ethics to help you face every challenge — that's The Gallagher Way.

Get in touch with the ESG team:

ESG.UK.Support@ajg.com

AJG.com/uk The Gallagher Way. Since 1927.

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