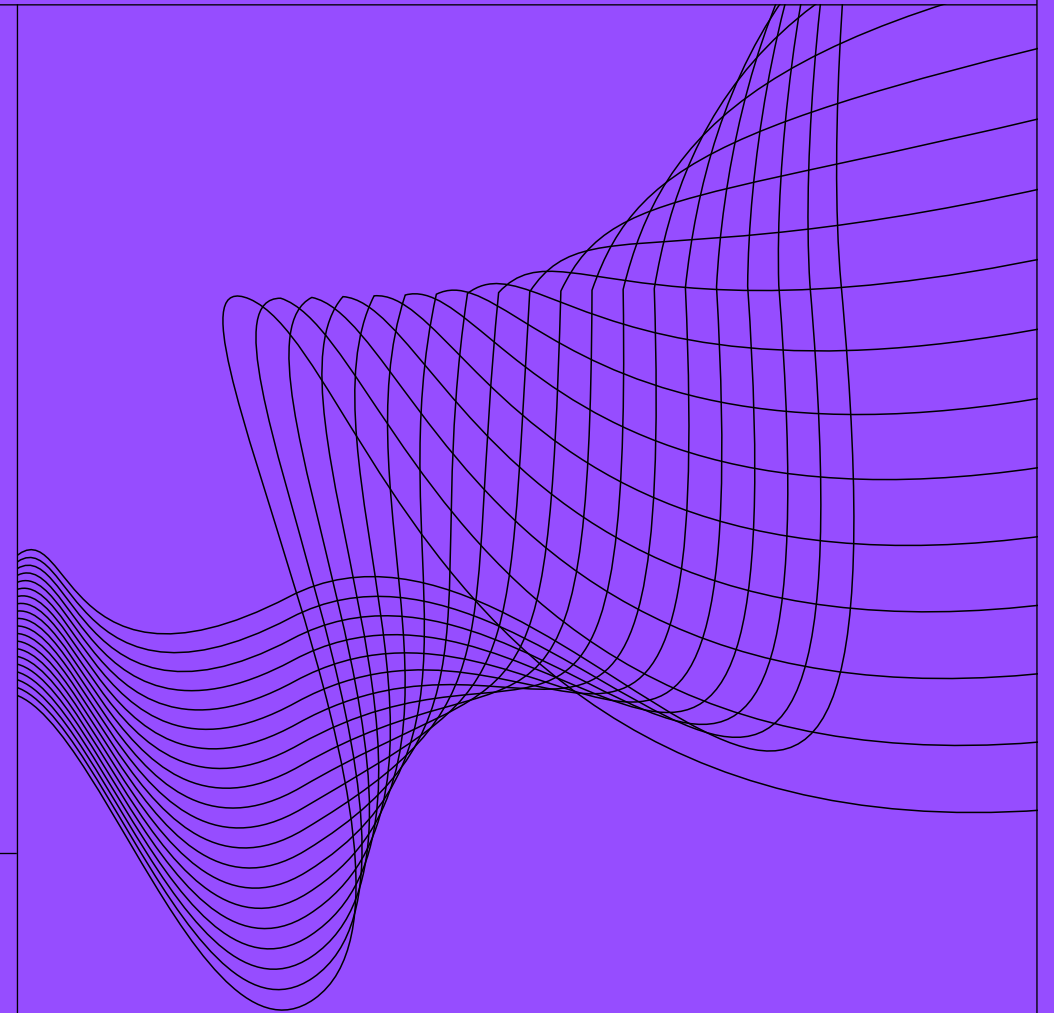


Aurora[✦]

Our 2023 Environmental, Social and Governance Impact Report

FY 2022 (1st April 2022-31st March 2023)

Year 3



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Andy Moffitt
CEO

Welcome

Three years ago, Aurora started making changes to its business practices to become a better company for its employees, the environment, and the communities it operates in. In the past, businesses were primarily judged on their financial performance. But in recent years, there has been a growing focus on the social and environmental impact of businesses. To stay relevant, businesses need to consider their impact on society and the environment, in addition to their financial performance. In 2022, Aurora continued to adapt to the evolving needs of its stakeholders by making changes to its environmental, social, and governance (ESG) practices. These changes include reducing its environmental impact, improving its workplace culture, and giving back to the communities it operates in. Aurora believes that these changes will make it a better company for everyone involved and is committed to continuing to evolve its ESG practices in the years to come.

As our business continues to grow, we've taken precautions to maintain a positive workplace culture where our employees feel supported, seen, and excited to grow alongside us. We've overhauled our health and wellbeing programme in the last year, as well as made significant investment into our training and

development. Additionally, we're pleased with the progress made to enhance our diversity, equity, and inclusion strategy – from reducing our gender pay gap, to ensuring that every employee is paid a real living wage.

In 2023, we're at a pivotal moment for climate action. Scientists have stated that there is a 50:50 chance of the annual average global temperature rising above safe levels, meaning the time to take drastic climate action is closing in on us. In the last year, we've continued to explore how we can reduce the environmental impact of the printing services we provide, helping clients create carbon savings through our efficiency solutions and reducing their waste materials through schemes such as our end-of-life recycling programme and Paper Cut Initiative.

Within our own business operations, we've also continued to monitor our emissions impact, maintaining our carbon-neutral status as we work towards our Net Zero target of 2045. Our second Net Zero report drills down into the minutiae of the business – from the electricity we use in our offices to the carbon lifecycles of the printers we sell to our clients. From this, we've reset our carbon-reduction glide path to ensure we remain on track for 2045. We've also

made notable improvements to our resource management, partnering with an external provider for our waste and attaining our ISO 45001 accreditation for our environmental management system.

And finally, our ESG programme continues to comply with stringent corporate governance, overseen by our Board, quality team and ESG committee. This is supported by external audit, achieving our Safe Contractor accreditation, in addition to our ISO 9001 (Quality Management System), 45001 (Occupational Health and Safety) and 14001 (Environmental Management System) in the last year, and we're busy preparing for our ISO 27001 accreditation for Information Security Management in 2023.

We're now entering the fourth year of our ESG programme and reflecting back on the achievements we've made makes me immensely proud of my team, from the passionate representatives heading up our ESG committee, to the dedicated staff working tirelessly towards our goals. I'd also like to thank our suppliers and partners for their ongoing collaborative efforts towards our ESG programme. 2023 is set to be our most ambitious year yet, and we look forward to reporting back on our progress again next year.

“Reflecting back on the achievements we've made makes me immensely proud of my team.”

About us

- ➔ We Put Customers First
- ➔ We are One Team
- ➔ We Care
- ➔ We Lead
- ➔ We Grow Together
- ➔ **We are Aurora**

**Whatever your needs.
We have the solution for you**

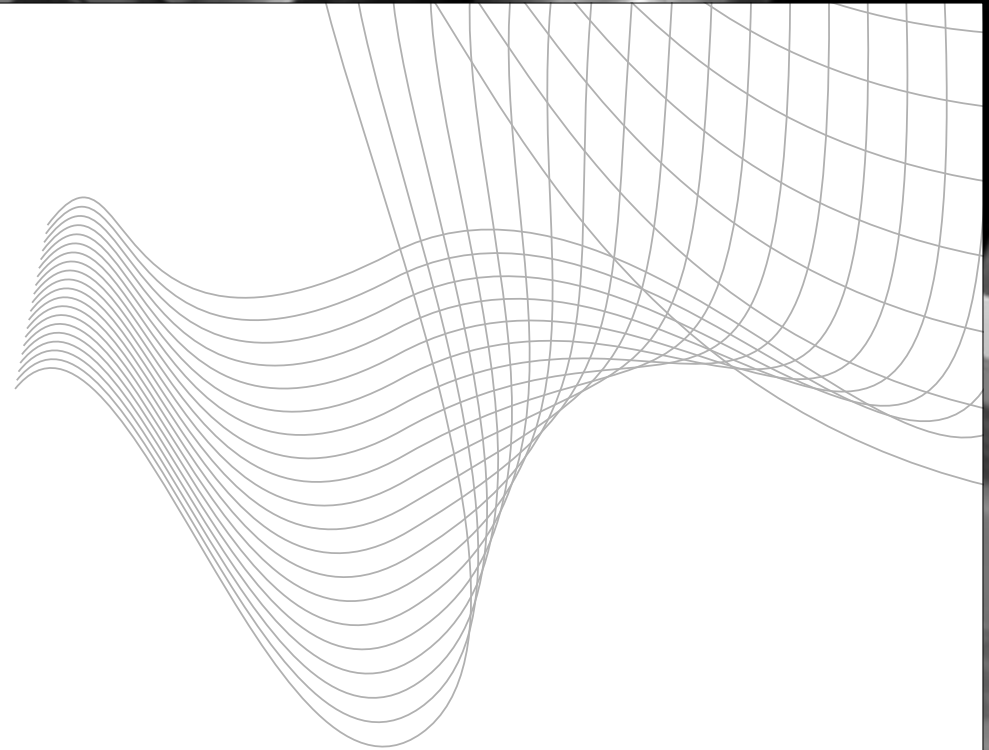


We are one of the UK's leading telecoms, access systems and print management companies. We work in partnership with our customers to find the best solution for your business – no matter how big or small. We're proud to work with some of the biggest names in print and telecoms, with a full scope of services, all under one roof.

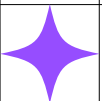


Our services

- ➔ Print Management Services
- ➔ Telecoms and ICT
- ➔ Office Supplies
- ➔ Professional Services
- ➔ Enterprise
- ➔ Print Production



Our partners



Our Mission and Values



01 We Put Customers First

We put customers at the heart of everything we do. Our work is focused to fully understand our customers' needs, ensuring we help them at the right time in the right way.



02 We Are One Team

We build strong and supportive relationships internally and externally. We treat people as we expect to be treated and we support each other in times of celebration, as well as times of need.



03 We Lead

We take the initiative to lead our customers in providing innovative solutions at the forefront of market thinking and development. We will always be the customer's trusted adviser.



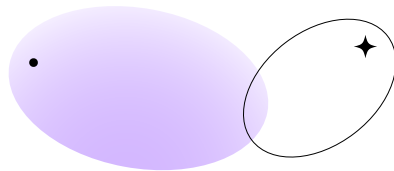
04 We Grow Together

We are a company of teams and individuals that work alongside our customers, continually learning and evolving to achieve our mutual goals.

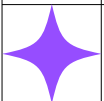


05 We Care













We appreciate our place within the community and in the wider society. We strive to operate ethically and we contribute to a sustainable future.



We will always be the customer's trusted adviser



Annual Highlights

Environmental	Social	Governance
  <p>Completed our second Net Zero report</p>	<p>£20,000 invested in training and development</p> 	 <p>100% of staff trained on our Whistleblowing Policy</p>
<p>Worked with an external provider to enhance our waste management and diverted 100% of waste from landfill</p> 	 <p>£2,400 invested in wellbeing</p>	<p>Became Safe Contractor accredited</p> 
<p>Installed telematics across 100% of our vehicles, allowing us to capture carbon emissions, alongside mileage</p> 	<p>Reduced our gender pay gap at each level of the business</p> 	<p>Achieved three ISO accreditations, including: ISO 9001 (Quality Management System), 45001 (Occupational Health and Safety) and 14001 (Environmental Management System)</p> 
	<p>£ 100% of staff now paid the real living wage</p> 	
	<p>£6,775 raised for our partner charities</p> 	





Advancing the SDGs



GOAL 3: Ensure healthy lives and promote wellbeing at all ages

Target 3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and wellbeing

- We increased our investment into wellbeing programmes, investing £2,400 in total in FY 2022

- Wellbeing webinars are held on a monthly basis, and employees have access to wellbeing resources, tools and videos via our wellbeing hub
- Employees have access to practical support through our Employee Assistance Programme (EAP), which includes specific support for bereavement, financial issues and wellbeing

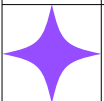
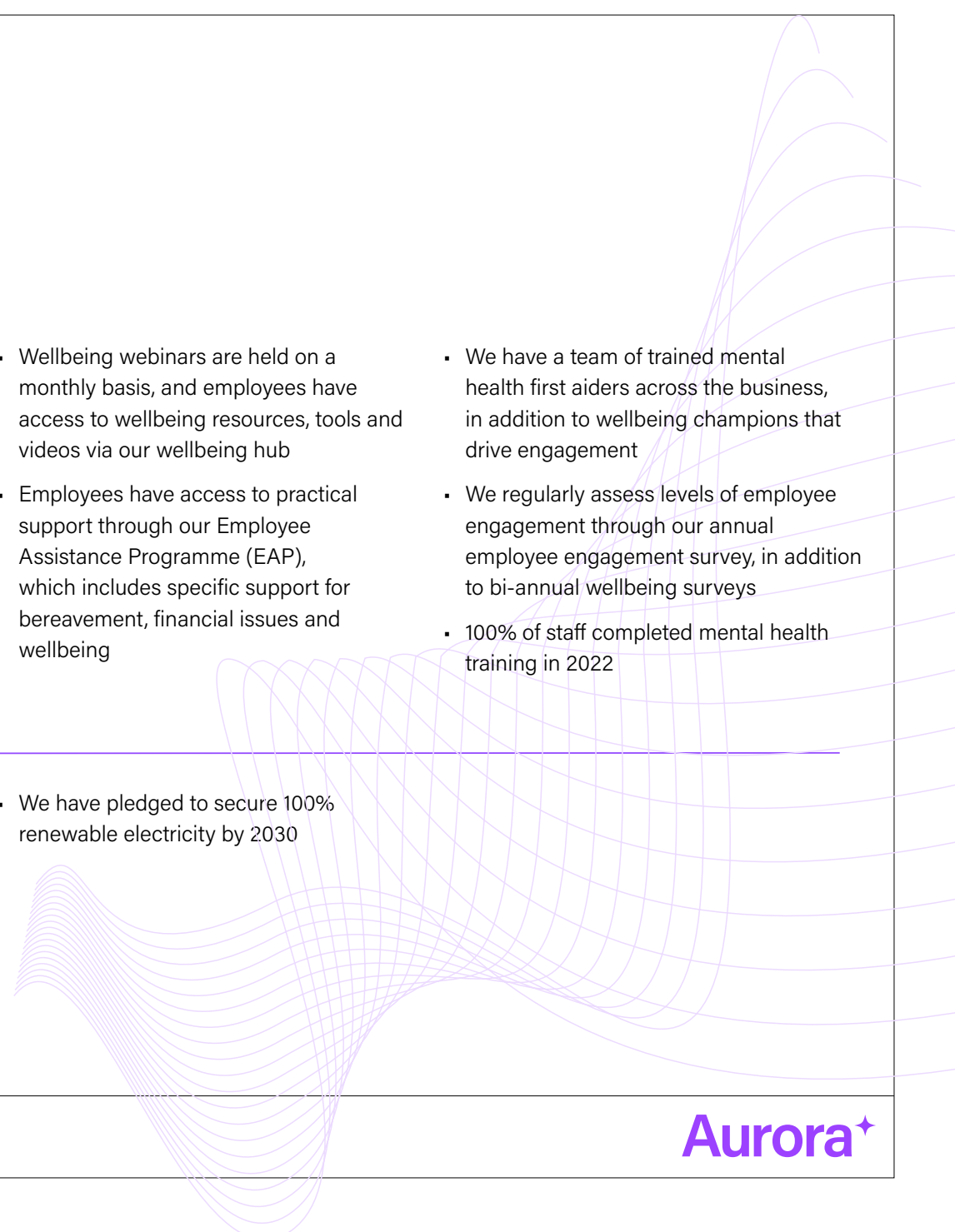
- We have a team of trained mental health first aiders across the business, in addition to wellbeing champions that drive engagement
- We regularly assess levels of employee engagement through our annual employee engagement survey, in addition to bi-annual wellbeing surveys
- 100% of staff completed mental health training in 2022

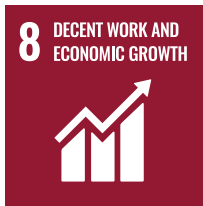


GOAL 7: Affordable and clean energy

Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix

- We have pledged to secure 100% renewable electricity by 2030





GOAL 8: Decent Work and Economic Growth

Target 8.5: By 2030, achieve full and productive employment for all women

and men, including for young people and persons with disabilities, and equal pay for work of equal value

- We completed our second gender pay gap report, with a reduced gender pay

gap across the business in comparison to FY21

- 100% of employees are now paid the real living wage



GOAL 9: Industry, innovation and infrastructure

Target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them

sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

- We're supporting our client's sustainability goals by helping them create carbon savings, reduce waste and support remote working



GOAL 11: Sustainable Cities and Communities

Target 11.6: By 2030, reduce the adverse per-capita environmental impact of cities,

including by paying special attention to air quality and municipal and other waste management

- Our end-of-life services for toners, ink, machines, telecoms and IT parts helps to reduce waste materials

- Our papercut initiative helps to reduce paper waste by up to 25%
- Services require a reduced number of printers, saving an estimated 15% reduction in plastics used

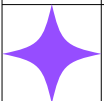


GOAL 13: Climate Action

Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

- We published our second Net Zero report, assessing our progress and re-setting targets to achieve Net Zero by 2045
- Introduced quarterly reporting for our energy and waste data

- Appointed a specialist waste broker to increase our landfill diversion rate and enhance recycling
- Launched our 'Green Guide' for employees to increase employee engagement on resource management





Environment



Providing a sustainable service

From helping clients reduce their paper waste to supporting remote workers, Aurora is committed to creating more sustainable workplaces for our customers. Here's how we are supporting our clients in their sustainability goals:

Creating carbon savings

Aurora's Canon devices require 27% less energy than existing models, helping clients to reduce their Scope 1 and 2 CO₂ emissions impact. Our models' advanced monitoring systems optimise operating time, helping to reduce unnecessary time in stand-by-mode and creating an overall reduction in energy consumption.

Aurora is also helping to make CO₂ savings through the digitalisation of our processes and products. **These print management solutions can reduce hardware requirements by 15%, as well as reducing paper usage, and the need for toner cartridges.** In a recent tender, Aurora calculated the full lifecycle carbon production avoided as a result of digitalisation, demonstrating that **the production of nearly one tonne of CO₂e can be avoided** for each printer that is no longer required due to the digitalisation process.

Reducing Waste

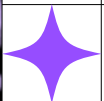
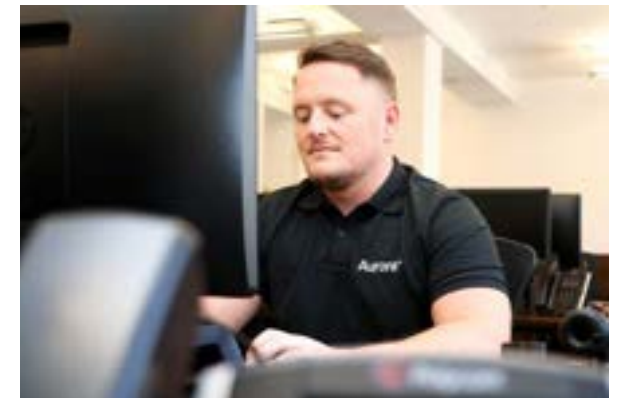
Due to the reduced number of printers required, we estimate a **15% reduction in plastics used**, while our end-of-life services for toners, ink, machines, telecoms and IT parts helps to lower wastage. We collect and recycle cartridges and toners through our recycling scheme - **recycling 4,393kg of cartridges and toners in the last year.**

Supporting remote working

Aurora's services use cloud-based communication and Gamma mobile, designed to support remote working. Last year we also launched our Unified Coms solution, a new service to assist customers with homeworking employees. This provides a range of services to support employees working from home, such as instant messaging, web and video conferencing, call control, fixed mobile convergence, and desktop and data sharing.

Cutting down on paper

Whilst offices have shifted towards digitisation in recent years, the UK continues to use over 9.9 million tonnes of paper each year. Whilst paper is also one of the most widely recycled products, there is still work to be done to further minimise paper waste. To help clients reduce their paper waste, Aurora implemented our Papercut initiative, partnering with a third-party software that promotes more environmentally sound behaviours, such as enforcing double-sided printing. While these small switches may sound insignificant, they have a big impact, **reducing our client's paper waste by up to 25%.** Additionally, Aurora is committed to using FSC® certified paper and we encourage our clients to use it too.



Aurora's Net Zero progress

As 2022 bore witness to yet another year of record-breaking temperatures, extreme weather events and soaring global emissions, businesses have come under increased scrutiny to ramp up climate commitments. Last year, global emissions were projected to have risen by 0.9% to 37.5 GtCO₂ - their highest-ever level. In order to avoid the worst impacts of climate change, man-made carbon dioxide emissions must fall by around 45% by 2030 (from 2010 levels) and reach Net Zero by mid-century.

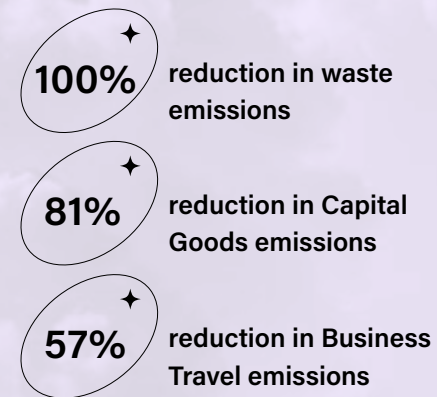
To stay on track for Net Zero targets, all businesses have a responsibility to set credible emissions targets, supplemented by meaningful interim milestones. Aurora has committed to hitting Net Zero emissions by 2045, in line with the UK government's Net Zero strategy. This means adhering to a carbon reduction strategy and recalculating our total operational emissions annually to assess our progress. In 2022, Aurora calculated our Scope 3 emissions for the first time, taking accountability for our operational footprint across all areas of the business –

from our business travel to the waste generated in our operations.

Aurora added three new categories to our Net-Zero assessment this year. Due to these additions, we re-baselined our base year, 2022, to provide a more accurate comparison. Disappointingly, Aurora has witnessed an overall increase in our emissions in the last financial year, which is largely due to making more material purchases compared to the base year of 2022. This makes purchased goods and services a key category for Aurora, and it's also where we currently have the least direct control. Going into the next year, we will be working with suppliers to identify ways to collaboratively bring these emissions down.

We were pleased to have made some marked reductions across select categories this year, including, most notably, nearly a 100% reduction (-97.4%) in waste emissions. Additionally, we reduced our Capital Goods emissions by 81% and our Business Travel emissions by 57%.

We were pleased to have made some marked reductions across select categories this year, including:



Aurora has committed to hitting Net Zero emissions by 2045



Aurora's Scope 3 categories – a breakdown

During our second Net Zero report we expanded our reporting to include three extra Scope 3 categories, these were:

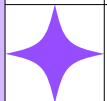
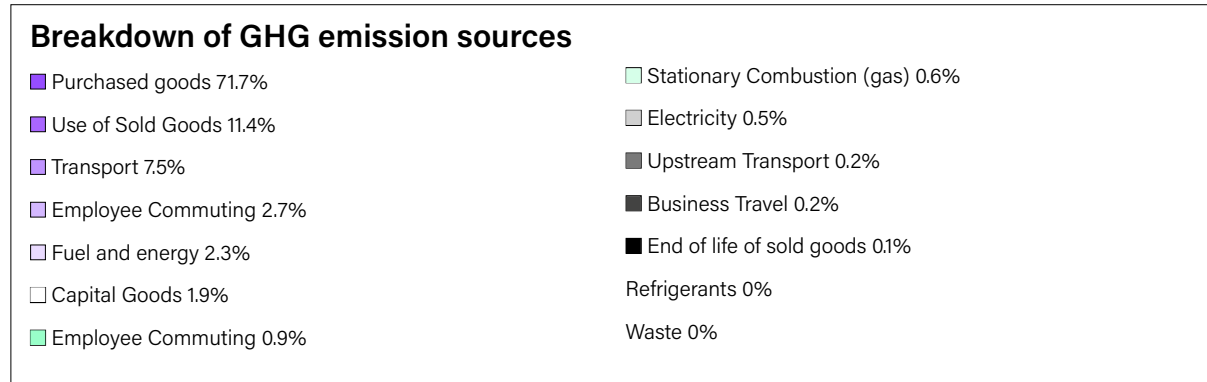
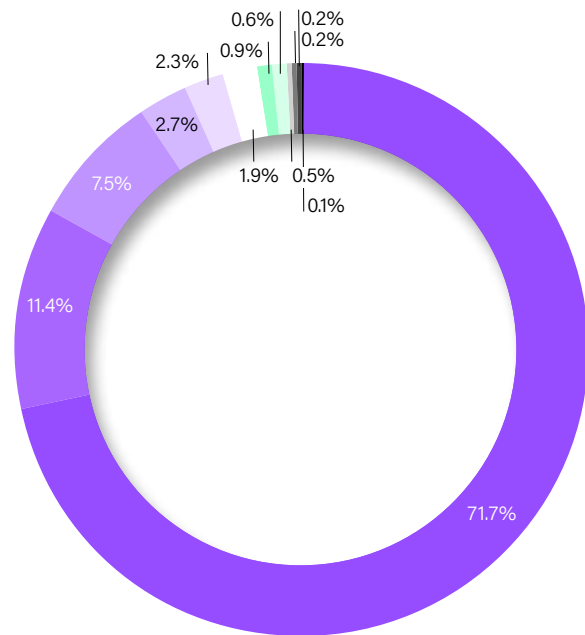
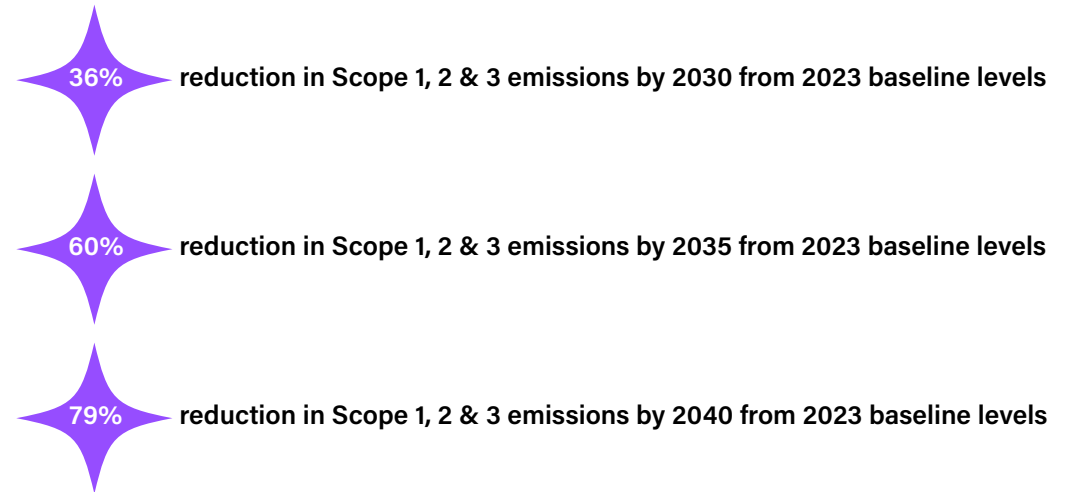
Category 7: Working from Home

Category 11: Use of Sold Goods

Category 12: End-of-Life Treatment

Emission reduction targets

In order to continue our progress to achieving Net Zero, we have mapped out and planned a number of positive actions to achieve the following carbon reduction targets:



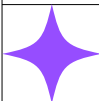
Category	Item	tCO ₂ e FY2021/22	tCO ₂ e FY2022/23	% tCO ₂ e FY2022/23	% difference from FY2021/22
Scope 2					
Stationary combustion (Gas)	Gas consumed	27.82	42.87	0.6%	+54.6%
Transport	Owned and leased vehicles	433.81**	584.07	7.5%	+34.6%
Refrigerants	HVACs	Not included	0.00	0.0%	0.0%
Scope 2					
Electricity (location-based) ¹	Purchased electricity, for own use (grid average)	37.81	39.76	0.5%	+5.2%
Electricity (market-based) ²	Purchased electricity, for own use (specific contract)	37.81	39.76	N/A	+5.2%
Scope 3					
Cat 1: Purchased Goods & services	Goods and services	3,351.45	5,581.33	71.7%	+66.5%
Cat 2: Capital Goods	CapEx expenditure	2,277.63	147.03	1.9%	-81.2%
Cat 3: Fuel & energy related activities	WTT	170.06	176.22	2.3%	+3.6%
Cat 4: Upstream transportation and distribution	Paid transport for goods (upstream & downstream), well to wheel (WTW)	6.91*	15.68	0.2%	+126.9%
Cat 5: Waste	Waste - total	79.40	3.17	0.0%	-96.0%
Cat 6: Business Travel	Land and air travel for business purposes	37.20	16.05	0.2%	-56.9%
Cat 7: Employee Commuting	Employees commuting to and back from work	137.81	212.82	2.7%	+54.7%
Cat 7: Employee commuting (WFH)	Employees working from home	67.95*	67.95	0.9%	0.0%
Cat 11: Use of Sold Goods	Direct and indirect emissions from use of goods sold	Not included	888.06	11.4%	-
Cat 12: End-of-life treatment of sold products	Waste disposal and treatment of products sold (by customers)	Not included	4.54	0.1%	-

* Back calculated for 2021/22

** Recalculated for 2021/22

¹ Location based represents emissions from electricity consumption based on grid average emissions

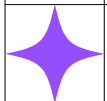
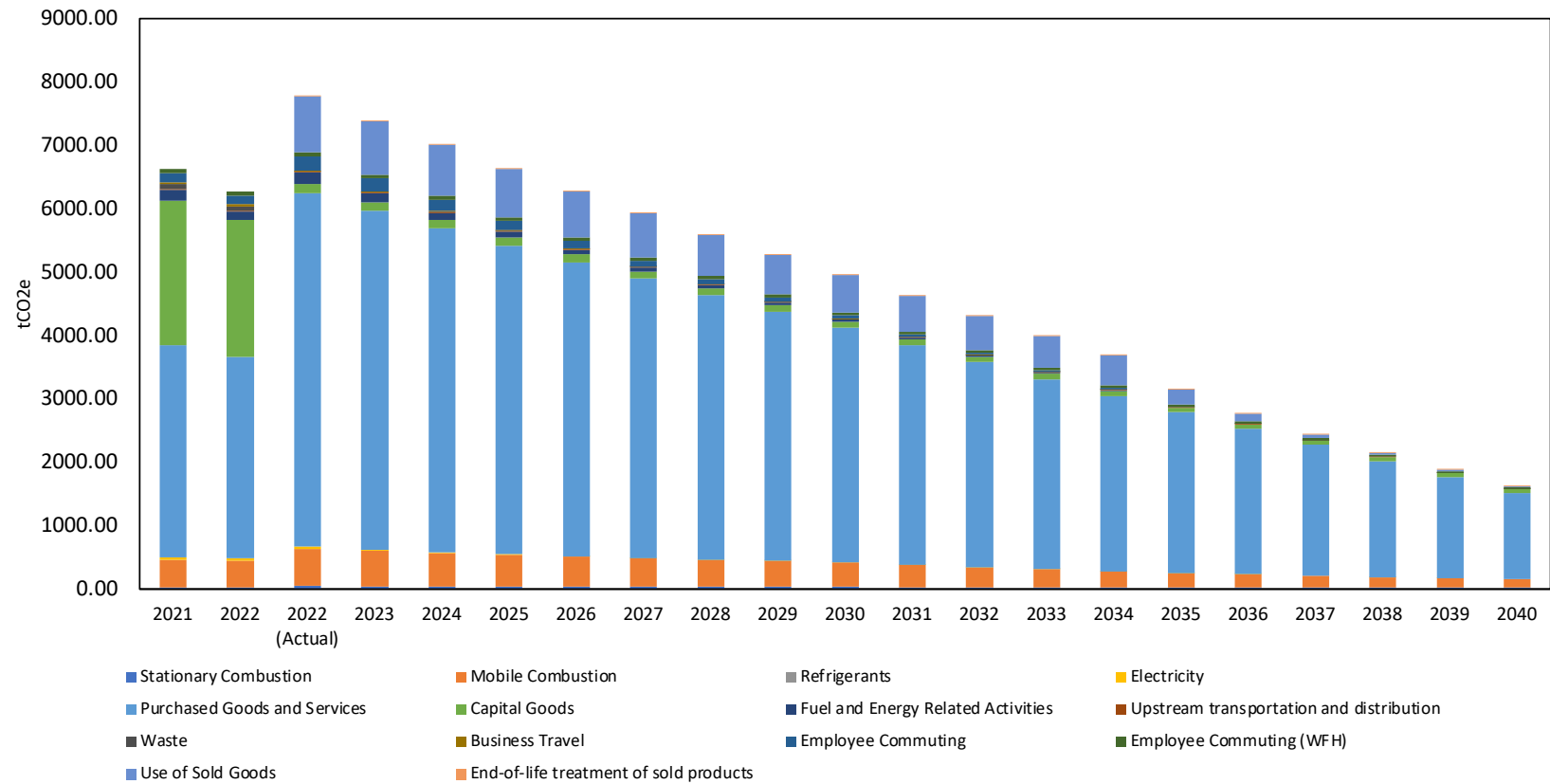
² Market based represents emissions from electricity consumption based on specific energy contracts



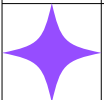
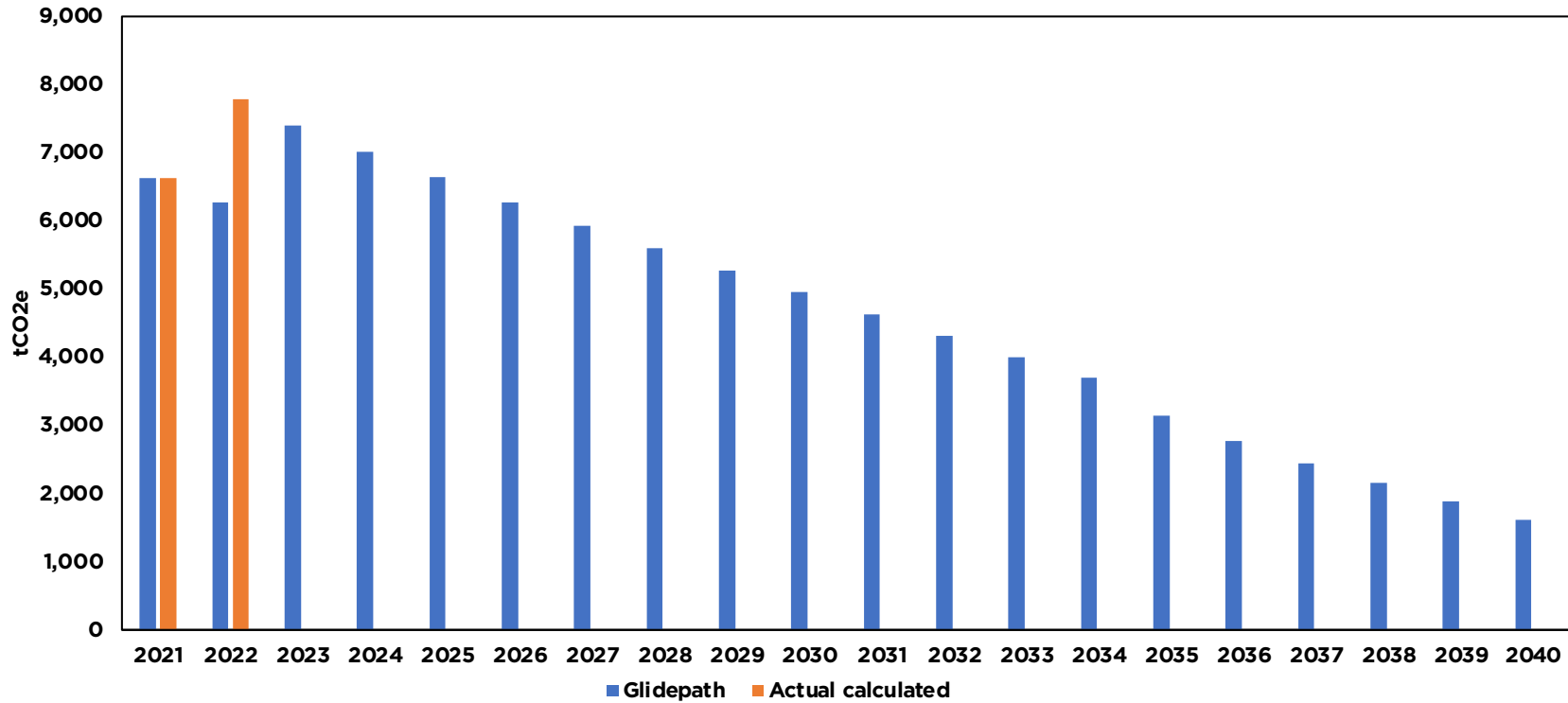
Aurora's GHG emissions footprint FY 2022 (1st April 2022- 31st March 2023)

Due to Aurora's additional categories this year, the base year 2022 was re-baselined to provide a more accurate comparison. This is why there are two 2022 columns, with an increase between 2022 and 2022 (Actual).

Aurora Glide Path

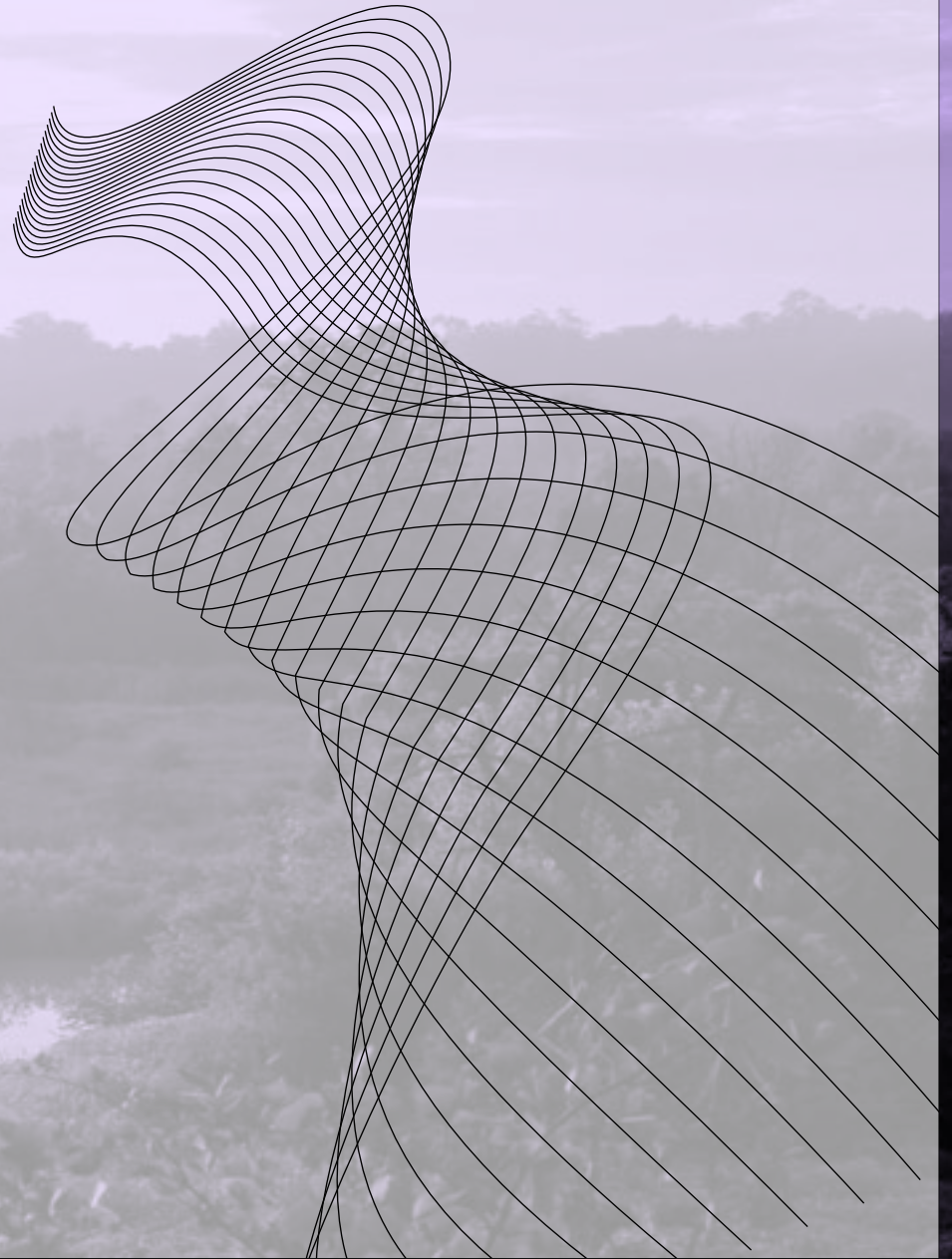


Carbon Emissions Overall Glidepath tCO₂e 2022 vs 2023



Offsetting our Carbon

For emissions that cannot be reduced at this time, Aurora invests in renewal and regeneration projects. We take the approach to reduce our emissions impact as much as possible in the first instance and invest in carbon credits to offset our residual emissions as we work towards our Net Zero target. The projects Aurora have chosen to support this year span Europe, Africa and Asia and help to protect our planet, whilst bringing benefits to the local community.





Kariba REDD+ Project

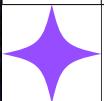
Located on the southern shores of Lake Kariba, Zimbabwe, the Kariba REDD+ project is one of the largest registered REDD projects. Since its launch in 2011, the project has protected nearly 785,000 hectares from deforestation and land degradation-mitigating over 30 million tonnes of CO₂e.

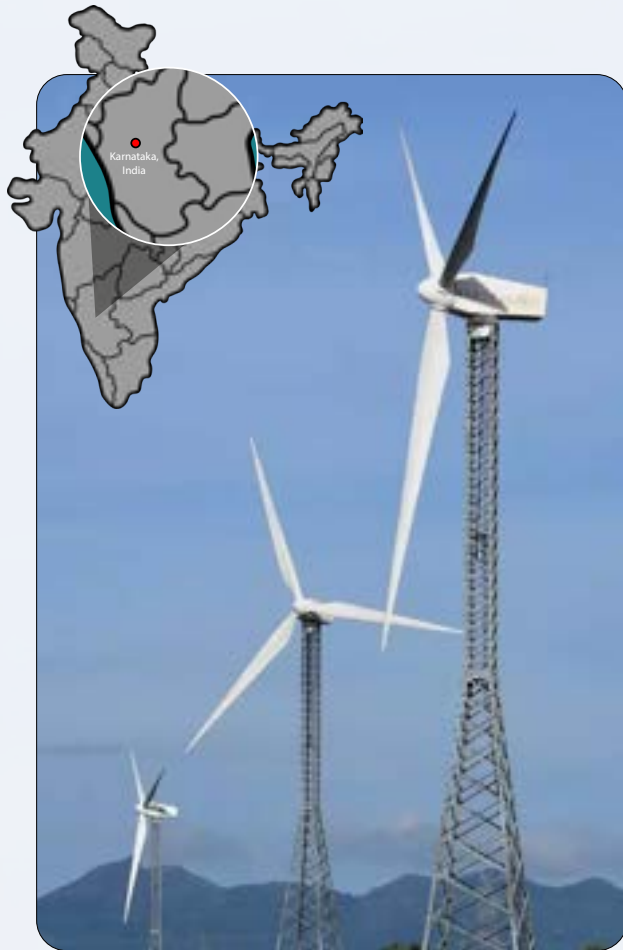
The project is administered by the four local Rural District Councils (RDCs) of Binga, Nyaminyami, Hurungwe and Mbire, who own the land. The project re-educated communities to use fertilisers and alternative methods to preserve the forest, which increases productivity, whilst reducing the need to encroach on the forest. It also helps to protect numerous endangered species, including the African elephant, lion, hippo, lappet-faced vulture and southern ground hornbill.

Additionally, it benefits the local area through enhanced infrastructure and healthcare, in addition to school subsidies for the poorest in the population. It also encourages sustainable job creation, providing opportunities in community gardens, beekeeping training, conservation agriculture, eco-tourism and fire management.



- 
USD 249,000+ income generated by the local community from beekeeping, moringa tree and community garden sales
- 
18 nutritional gardens set up are increasing food security
- 
14 health clinics supported with safe drinking water
- 
18,000+ people attending 430 workshops on project related activities, such as nutritional gardening and beekeeping to date
- 
37,000 people have access to safe drinking water, thanks to 147 boreholes being repaired
- 
22 Permanent jobs created thanks to the project
- 
USD 57,000+ spent on supporting health clinics and schools
- 
3,620,000 tonnes of CO₂e mitigated on average each year since the project started in 2011
- 
784,987 hectares of forest protected
- 
International partnerships between local communities, national and international organisations and carbon experts to deliver sustainable, long-term benefits.





Wind Energy Project, Karnataka, India

With 74% of India's energy still coming from fossil fuels, transitioning to renewables is crucial to sustainable development, particularly as a fast-growing country with high energy demand. The Karnataka wind project will install wind turbines to generate clean renewable electricity. This will then be exported to the regional grid system, generating 47,829 MWh of electricity per year, reducing greenhouse gas emissions by 45,317 tCO₂e annually.

In addition to reducing greenhouse gas emissions, the project also creates employment opportunities and improves infrastructure in the local area, such as developing new roads and powerlines. Onshore windfarms are efficient, with a small environmental footprint. They typically use no more than 1% of the land they sit on, meaning that grazing, farming, recreation, and conservation can continue on the same land as the wind farm. Additionally, wind farms can be built in as little as a year, meaning that they can start producing energy and generate a return on investment quickly.



The project supplies renewable electricity to the Indian grid which helps to increase the renewable energy share in the energy mix.



The project promotes inclusive and sustainable economic growth, employment and decent work in the area.



The project activity results in reductions of greenhouse gas (GHG) emissions and also plays beneficial role in the mitigation of climate change.





The Giresun Hydroelectric Power Plant Project

The Giresun Hydroelectric Power Plant project is a clean energy project located in the Giresun region of Turkey. This includes the Yumrutepe Regulator, a run-off river hydropower plant located in Aksu Stream in Giresun province, which supplies clean electricity from the hydropower plant to the Turkey

National Grid. This is projected to add an average of 45.05 GWh of power to the national grid each year, helping to boost the share of renewable energy in the mix.

In addition to reducing emissions, the project helps to boost opportunities in the area. It has supported

a scholarship programme for a female university degree student from the local village, contributing the education of local people and increasing the proportion of women in managerial positions.



The project displaces fossil fuel-generated electricity and boosts Turkey's renewables sector.



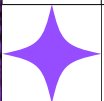
Permanent jobs created in power plant operations, with part-time employment opportunities.



Repairment of local bridges, roads, and infrastructure



Prevented the release of 83,856 tCO₂ into the atmosphere since its commissioning.



Navigating a global energy crisis

It would be hard to miss the resurgence of public interest in energy in 2022, as the world was struck by arguably one of the biggest global energy crises in modern history. Combined with the ongoing challenges spurred by a cost-of-living crisis, all UK businesses have been forced to re-evaluate their energy management.

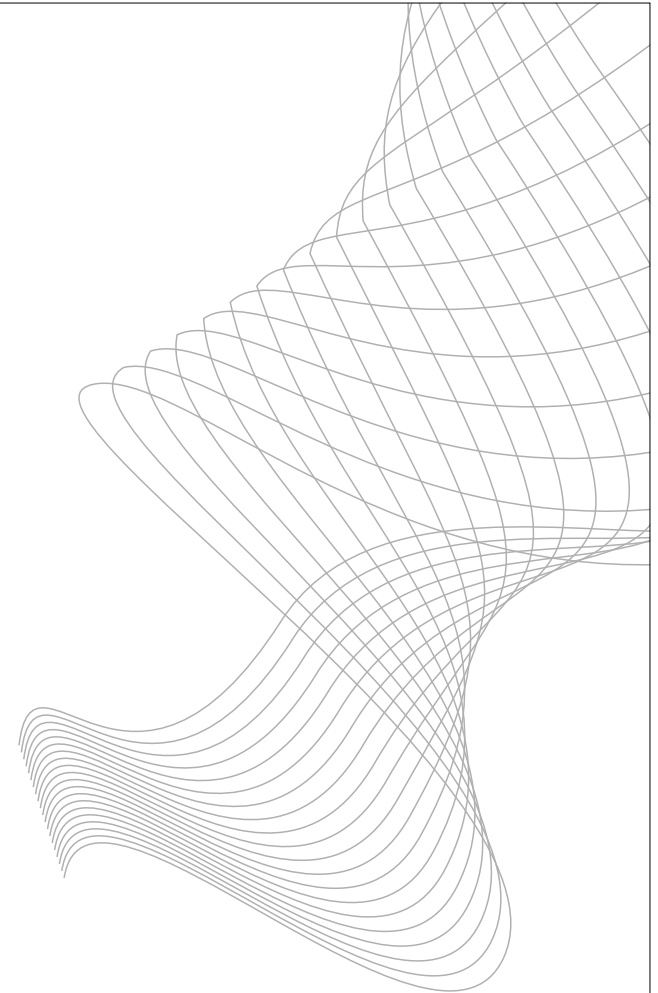
Investing in renewable energy is critical to creating a sustainable energy climate, as well as hitting the UK government's renewable energy targets. As our electricity contracts come up for renewal, Aurora will explore switching to renewable electricity across sites. We will also continue to monitor our energy data through quarterly reporting to assess

our progress. Disappointingly, we've seen an increase in our energy consumption this year, most notably within our gas consumption, which was to be expected following the opening of new UK sites.

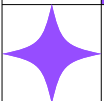
We will also use the findings from our ESOS audit to inform our energy reduction programme. In the second half of 2023, Aurora began preparing for the government's Energy Savings Opportunity Scheme (ESOS) reporting, a mandatory assessment for large companies who meet the criteria. This includes an external audit of the energy efficiency of our buildings, industrial processes, and transport to identify cost-effective energy saving measures.

Aurora energy data FY 2022

	FY 2021	tCO ₂ e	FY 2022	tCO ₂ e
Gas (kWh)	151,883	27.82	234,860	42.87
Electricity (kWh)	178,062	37.81	205,627	39.8



Investing in renewable energy is critical to creating a sustainable energy climate



Decarbonising our fleet

Aurora transport data FY 2022

Vehicle Type	2022 Total fuel consumption (litres)	Total carbon (tCO ₂ e)
Diesel van	13,217	33.8
Diesel cars	80,000	204.6
Hybrid cars	159,881	345.6
Total Litres	253,098	584

Aurora has ramped up remote working in recent years, which has reduced our travel impact. However, we still depend on our fleet to deliver our essential onsite services. The majority of our fleet is made up of our engineer drivers, who are responsible for the installation, service, repair and removal of machines. Additionally, while we encourage the adoption of online meetings where possible, our account managers still undertake some travel to maintain face-to-face customer relationships.

Our fleet is made up of 72 cars, both hybrid and diesel, and one diesel van. This year, we've continued to monitor the market to assess the feasibility of an EV fleet, particularly for our engineers, who spend the most time on the road. At this stage, disappointingly, due to cost and a lack of charging station infrastructure across the UK, we're unable

to make this switch. However, we are hopeful that, in line with the UK's Zero Emission Vehicle (ZEV) mandate which has a target of 100% zero-emission car and van sales by 2035, we will be able to transition alongside developing infrastructure

Employee commuting

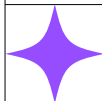
As part of our Scope 3 emissions reporting, we repeated our employee commuting survey to assess our employees' commuting impact. We saw an increase in our commuting emissions this year, which is largely due to a greater number of employees, as well as an increase in the frequency of commuting. While we have limited control over our employees' mode of transport, we encourage sustainable habits such as our cycle-to-work scheme and encouraging staff to establish a car-sharing rota. Additionally, we've engaged with the landlords at some of our sites on installing charging points for electric vehicles to encourage take-up.

Capturing our carbon on the road

We now have Webfleet telematics installed across 100% of our vehicles, which serves a range of functions. This includes monitoring vehicle speed, tracking location, as well as captures our carbon emissions alongside mileage.

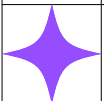


We encourage sustainable habits such as our cycle-to-work scheme and encouraging staff to establish a car-sharing rota.



Putting driver safety first

With our drivers out on the road daily, protecting their safety is paramount. Each new driver undergoes a comprehensive risk assessment on joining the business to ensure they are fit to drive and understand how to safely comply with regulatory requirements. Our expectations for responsible driving behaviour are also outlined our fleet policy, including the completion of monthly safety checks, which must be submitted to a mobile app prior to using the vehicle. Additionally, it covers good driving practices to lower road emissions, such as cutting engines rather than idling and reducing unnecessary acceleration.

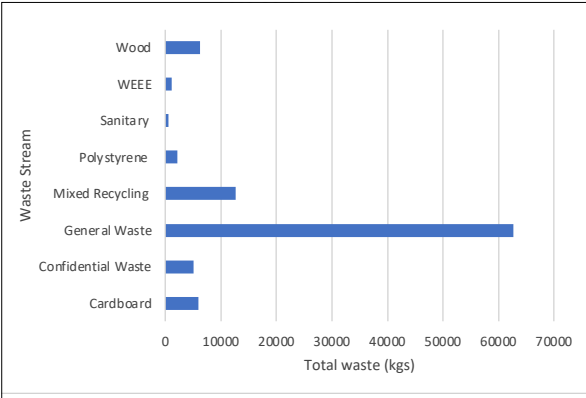


Responsible waste management at Aurora

WASTE HIGHLIGHTS

- ➔ **Decreased our waste emissions by 97%**
- ➔ **Reduced our overall waste by 60%**
- ➔ **Diverted nearly 100% of our waste from landfill**

Aurora waste streams FY 2022



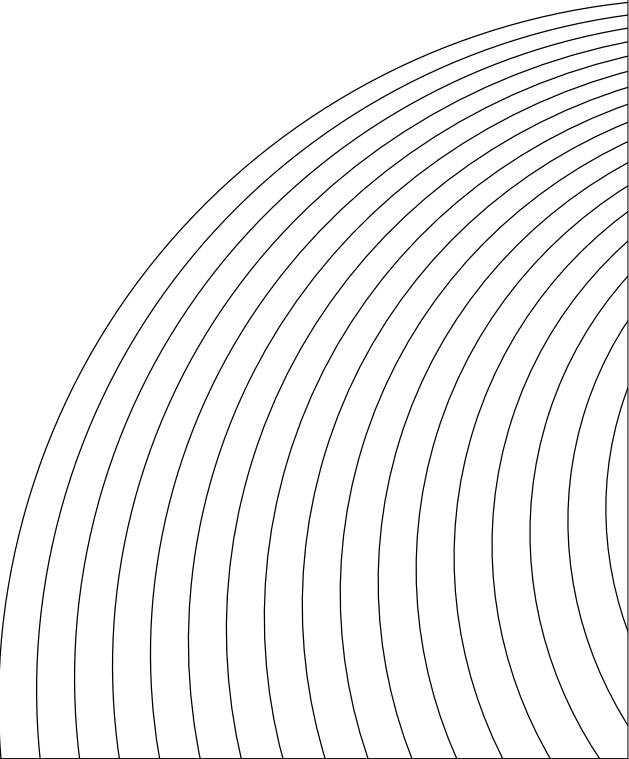
An astounding 3,703,700 metric tonnes of carbon dioxide emissions was produced from the collection, treatment, disposal, and material recovery of waste in 2021³. As a responsible business, getting a grasp of our waste disposal is therefore imperative to reducing our wider emissions.

As part of our Net Zero assessment, we recalculated our waste emissions, using the volume of waste data and the disposal method (recycling, incineration, landfill), to calculate the emissions generated from the disposal and treatment of waste. After our initial assessment in 2022, we found that landfill waste made up nearly the entirety (99%) of our waste emissions. To address this, in September last year, Aurora took on a waste broker to help overhaul our waste management, resulting in a significant 60% reduction in our overall waste. This, combined with redirecting nearly 100% of our landfill waste, has led to a subsequent 97% decrease in waste emissions.

While we're pleased with the advancements made to our waste programme this year, we want to continue into the next year, maintaining our landfill diversion rate and enhancing our waste reporting, assessing our waste data on a quarterly basis.

Aurora waste disposal breakdown FY 2022

	2021	2022
Landfill	59%	3%
Recycled	11%	34%
Incineration	30%	63%



³ <https://www.statista.com/statistics/486041/co2-emission-from-waste-collection-and-treatment-uk/>



Encouraging our employees to take environmental ownership

Employee engagement is crucial to achieving our environmental goals. Our Health and Safety representatives and volunteer employees have now undertaken training on environmental awareness. Additionally, we conduct behavioural change campaigns around energy and waste best practice. This includes the launch of our employee Green Guide, encouraging sustainable practices such as switching to public transport for the daily commute and switching off unnecessary lights.

We conduct behavioural change campaigns around energy and waste best practice.





Social



Our commitment to Social Value

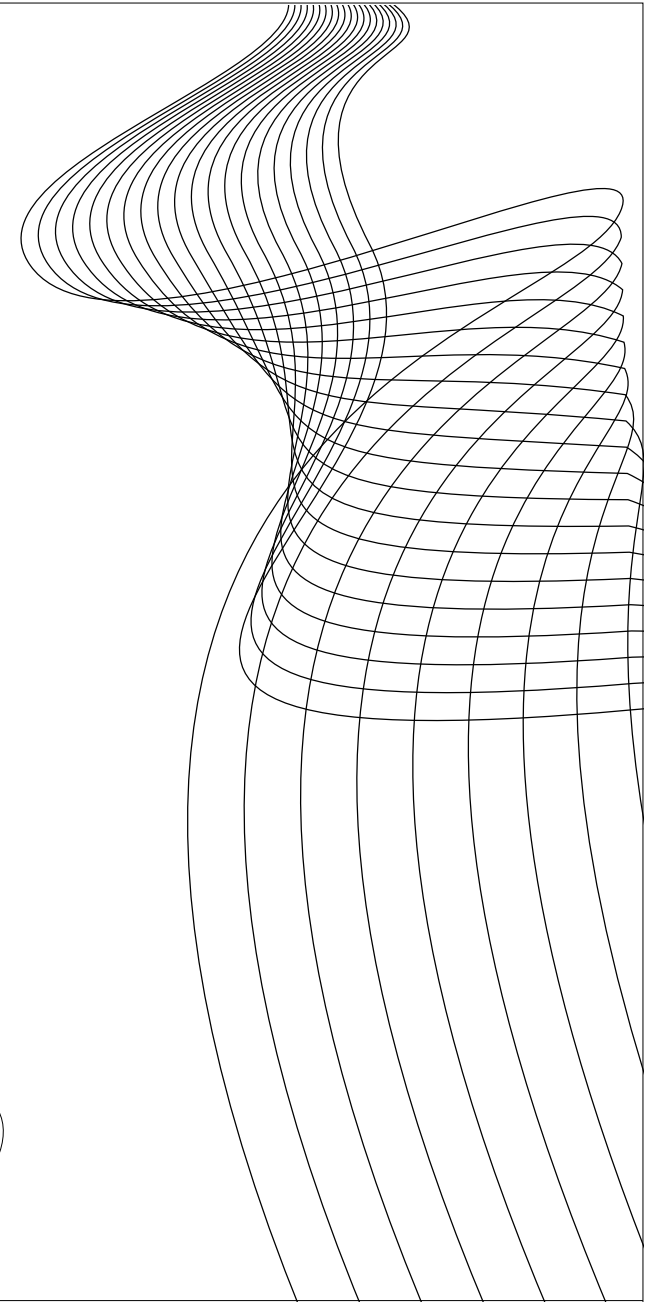
Aurora is fully committed to providing Social Value as an integral part of our day-to-day business. We have regard to the social value factors which can be delivered alongside the commercial aspects of our contracts.

For example, when delivering large scale contracts, we may need to engage and train new recruits, and when we do so we can commit to bring on apprentices and people with disadvantages.

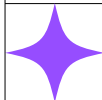
We recently undertook an independent evaluation of our social value contributions, to identify areas where we can strengthen how we deliver social value. This framework identified the key areas for us to focus on, including:

1. Policy and Scope
2. Culture and Management
3. Stakeholder Engagement
4. Community Projects Design
5. Social Value Measurement: Themes, Outcomes and Measures (TOMs)
6. Bid Management and Contract Reporting
7. Procurement and commissioning of supply chain
8. Reporting
9. Governance and Accountability

We recognise that building a stronger framework requires sustained attention and so over the coming year we will be looking at ways to embed the delivery of social value within the context of business as usual.



Aurora is fully committed to providing Social Value as an integral part of our day-to-day business



Culture and Engagement



CULTURE HIGHLIGHTS

- ➔ **£2,400 GBP invested in wellbeing programmes in 2022**
- ➔ **100% of employees undertook mental health awareness training**

Aurora is committed to creating a healthy, happy workplace for our employees.

Poor mental health in the workplace is a poignant issue. Data by Champion Health showed that nearly 60% of employees feel anxious in the UK, while 58% of employees stated that they had experienced at least mild symptoms of depression⁴. Poor mental health and wellbeing has a detrimental effect on productivity and performance, making it fundamental that businesses' have a strong workplace wellbeing strategy in place.

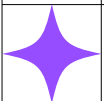
Aurora has overhauled our health and wellbeing programme in the last year, launching an array of new wellbeing initiatives for employees to feel their best. This includes the rollout of monthly webinars on a range of workplace wellbeing topics,

such as stress management and burnout. 100% of staff have undertaken mental health wellbeing training, and in 2023, all managers are scheduled to complete tailored training on wellbeing, helping them to flag vulnerable employees and deal with issues effectively.

Our team of wellbeing champions drive engagement on our wellbeing initiatives, while our trained mental health first aiders act as an immediate point of contact for employees to raise any wellbeing concerns. Additionally, all employees have access to practical support via our employee assistance programme, Health Assured, which includes free counselling sessions, alongside a wealth of wellbeing resources. We also have an established Wellness Hub, offering webinars, videos, and wellness tools-from yoga classes to practicing mindfulness.

Checking in with employees is crucial, which is why we complete regular surveys with staff to hear how they are doing and quantify employee sentiment. We run an annual employee engagement survey, in addition to wellbeing surveys every six months. Our employee engagement survey also includes eNPS questions, allowing us to track progress and quickly identify any areas of concern.

⁴ Workplace Wellbeing Statistics UK: 2023 and beyond. <https://greatmindsatwork.com/workplace-wellbeing-statistics-uk-2023/#:~:text=Data%20by%20Champion%20Health%20further,that%20were%20moderate%20to%20severe.>



Flexible Working

Our hybrid working policy supports better work-life balance for our staff, with the majority of our employees working from home as well as the office. Additionally, we support flexible working where we can.

Rewarding our employees

Our monthly High-Performance Awards recognise and reward high performing employees. Each month our line managers nominate a member of staff for the award, which includes a £100 voucher for each winner, along with public recognition for their achievements. We award this across each of our four divisions, announcing four winners every month.

Here's what some of our employees had to say:

"Very supportive and inclusive culture, good training (especially the new online training portal). I feel my suggestions are listened to and if appropriate, acted upon."

"I think we are fantastic with so many great members of staff and a wealth of knowledge at the end of a phone call."

"Great staff benefits in place, continually looking at improving these, support when needed, listened too and trusted, valued and appreciated."





Mental Health First Aider, Victoria Jennings

Victoria is Aurora's HR and Payroll Specialist, based in our London Victoria office

"It was really important for us to create a culture where people feel comfortable discussing mental health."

1. When did you become a mental health first aider?

I first got my certificate in 2020. The certificate then lasts three years, so I'm due to complete my refresher training again this year.

2. What did the training involve?

We undertook a two-day face-to-face course which involved a mix of instructor led training, group discussions, individual and group exercises. The training included how to spot the signs of any struggling employees, as well as how to have better, more open conversations with people about mental health. We also learned the standard set of processes to follow – from assessing risk to signposting employees to the tools available to them. We were also given lots of useful supporting materials we could take away with us after the course.

3. What kind of support do you provide to your employees as a mental health first aider?

A mental health first aider (MHFA) acts as the first point of contact if anyone wants to raise something or needs someone to talk to. Having a group of MHFAs provides employees with a

range of people to approach, so if an employee isn't comfortable speaking directly with their line manager / HR, there's someone else they can talk to. The mental health first aiders can signpost employees to the resources we have available, which includes our Employee Assistance Programme (EAP) with Health Assured. This is a great addition to mental health first aiders for external advice, as they have a 24/7 confidential hotline employees can call and a referral service for tailored sessions.

4. Why is prioritising mental health in the workplace so important?

When I first joined the business, there wasn't much in the way of mental health initiatives. I personally think (and I'm sure a lot of other businesses feel the same), that action largely stemmed from COVID-19, where there became a more urgent need to address mental health. After that period, we did a lot more reflection, and as a business we began to appreciate that we needed to put more in place to bring mental health to the forefront. It was really important for us to create a culture where people feel comfortable discussing (mental health) – it's not a taboo subject anymore.

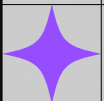
There's now lots we've done – today for example, we did one of our monthly wellbeing

webinars on eating well. We also now have a Wellness Hub through our PerkBox subscription, giving employees access to a wide range of fitness, meditation and wellbeing videos.

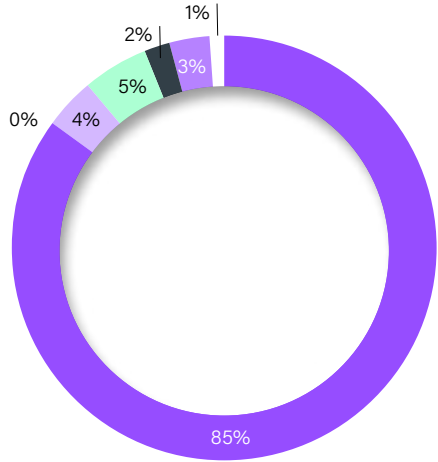
We constantly share resources in our monthly HR and Marketing newsletter. You never know what people may need month to month so it's important to ensure we provide regular communication on this so people know they're supported and where to find the resources. Additionally, lots of our employees are field-based, so they don't see the office notice board with wellbeing information on it, so having ongoing communication to signpost them to support is imperative.

5. How do you take care of your own mental health?

Sleep for me is key – I'm a big believer in a solid nine hours! I think given my role working in HR, switching off from work is really important – knowing when to close the laptop and focus on myself and do activities for me. So not letting work dominate my personal time. And then I guess the usual things – making sure I'm eating well and taking long walks!

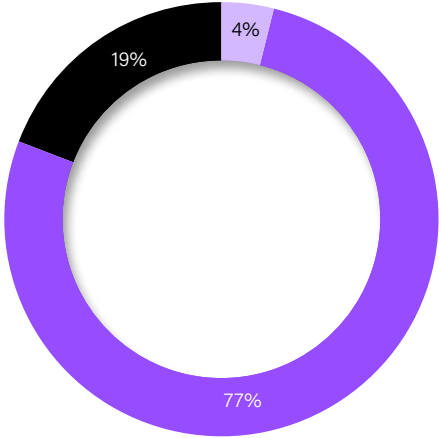


Our workforce



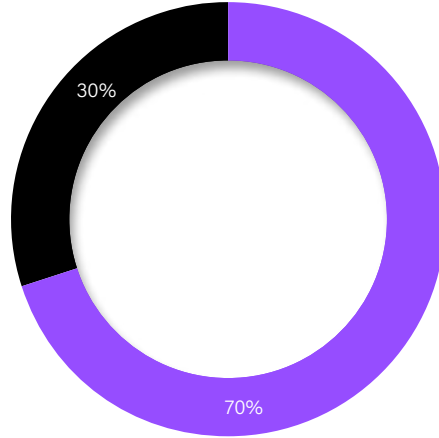
Aurora Employee Demographics FY 2022

- White British employees (85%)
- White Other employees (0%)
- Black Caribbean and White employees (4%)
- Indian employees (5%)
- Bangladeshi employees (2%)
- Pakistani employees (3%)
- Other ethnic group employees (1%)



Employee Age Demographics overview FY 2022

- Full time employees under the age of 25 (77%)
- Full time employees between 25-55 (19%)
- Full time employees over 55 (4%)



Aurora Gender Representation FY 2022

- Total number of permanent male employees (FTE) (70%)
- Total number of permanent female employees (FTE) (30%)

Aurora Employee Overview 2022	
Number of full-time employees (FTE)	249
Number of nationalities in the workforce	10
% of employees with a disclosed disability	2
Total Number of employee grievances raised	0
Average employee tenure	3.1 years
Number of employees with one year or more in service	203 (82%)



Creating an inclusive workplace

We want every employee to be seen and celebrated at Aurora. Our equal opportunities and diversity policy underscores Aurora’s zero-tolerance approach to discrimination and harassment, as well as our ongoing pledge to promote positive equality, diversity and inclusion practices in the workplace. This includes embedding DE&I in our recruitment, promotion, and other selections.

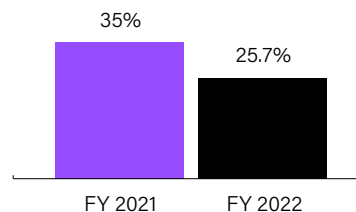
Promoting awareness is fundamental to an inclusive workplace. We recently rolled out compulsory diversity training to all employees to complete, additionally we publish comms throughout the year to promote diversity and awareness across the business. While we’ve taken some initial steps to enhance our diversity programme, we want to ramp this up in 2023.

We undertake an annual review of our employee demographic data, and we will continue to monitor our diversity data in the next year to ensure that our workforce demographic is representative of the communities in which we operate. This year our mix of different ethnicity groups remained broadly similar to that of the UK population. To support this, we recently rolled out our first company-wide diversity survey to provide us with a foundation for our DE&I strategy. Once this data has been collated, we will be establishing a group of Aurora Diversity Champions – a volunteer group of employees to drive our initiatives and spread awareness across the business.

Gender

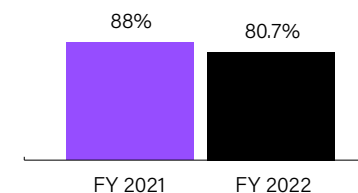
Mean gender pay gap FY 2022

(difference between the average hourly earnings of men and women)



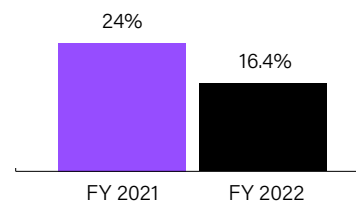
Mean gender bonus pay gap FY 2022

(difference between the average hourly earnings of men and women)



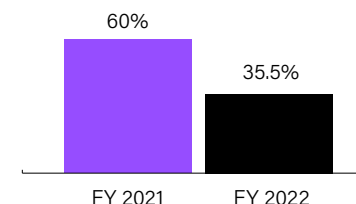
Median gender pay gap FY 2022

(difference between midpoints in the ranges of hourly earnings for men and women)

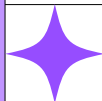


Median gender bonus pay gap FY 2022

(difference between midpoints in the ranges of hourly earnings for men and women)



Aurora's gender pay gap reduction FY 2022	
Mean gender pay gap reduction	9.3%
Median gender pay gap reduction	7.6%
Mean gender bonus pay gap reduction	7.3%
Median gender bonus pay gap reduction	24.5%



Women in management FY 2022

Aurora is committed to encouraging and empowering women in the workplace. We are acutely aware that the industry is male dominated, making recruitment of women into the workplace an ongoing challenge. Currently our workforce is composed of more men than women (30% women, 70% men), and we continue to have a higher proportion of men in senior roles and women in junior roles. However, we were pleased to see an increase in women in management positions in 2022, with a 54% increase of women in management and 50% increase in the number of women on the senior management team.

This year, we also demonstrated a reduction in our gender pay gap at each level of the business⁵. While it's fantastic to see progress made to reduce

the gap, we will be continuing to address this through our revised action plan, which will be built into our wider diversity, equity, and inclusion strategy. This focuses on five key initiatives, centred on encouraging, supporting, and platforming women in the workplace. This includes:

1. Ensuring recruitment diversity

We will continue our focus on gender-balanced shortlists as part of our recruitment process, and fostering an inclusive, supportive environment

2. Creating a trusting and flexible workplace

We will continue to ensure our working environment is free from bullying, harassment, and discrimination, supporting and maintaining a healthy and safe workplace



3. Family-friendly practices

We will continue to ensure employees have appropriate options for taking time off work, including family and medical leave, personal leave, and parental leave

4. Career Progression Support

We will continue to encourage a fair and consistent approach to reviewing employee performance

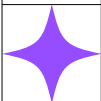
We will continue to ensure fairness in the reward and recognition of our employees, and being open about career progression at Aurora

5. Flexible workplace arrangement

We will continue to offer greater flexible working opportunities for all. With the introduction of our hybrid working guidelines, we hope that this increased flexibility and accessibility will help further remove the barriers of progression for women.

		% Difference from FY 2021
Total number of females in management – all levels	20	(+54%)
Percentage of females in management – all levels	41%	(+12%)
Number of female Senior management team / executive committee members (Aurora)	4	(+50%)
Percentage of female Senior Management team / Executive Committee (Aurora)	27%	(+14.5%)

⁵ The data used for the bonus report included not only bonus and KPI payments, but also commission. As such, this created a disproportionate figure when using both the mean and median calculations to represent our bonus data and averages.



Paying a fair wage

We believe that everyone should receive fair reward for the work they do. Particularly in the wake of the cost-of-living crisis, we want to ensure that all our employees receive a wage that provides them with a decent standard of living. In 2022, we pledged that 100% of our staff would be paid

the real living wage or above, a target we have now achieved. This ensures that everyone earns a wage that adequately meets both daily and unplanned costs. In 2023, Aurora will continue to explore obtaining the official Living Wage Employer accreditation from the Living Wage Foundation.

Training and Development

TRAINING AND DEVELOPMENT HIGHLIGHTS

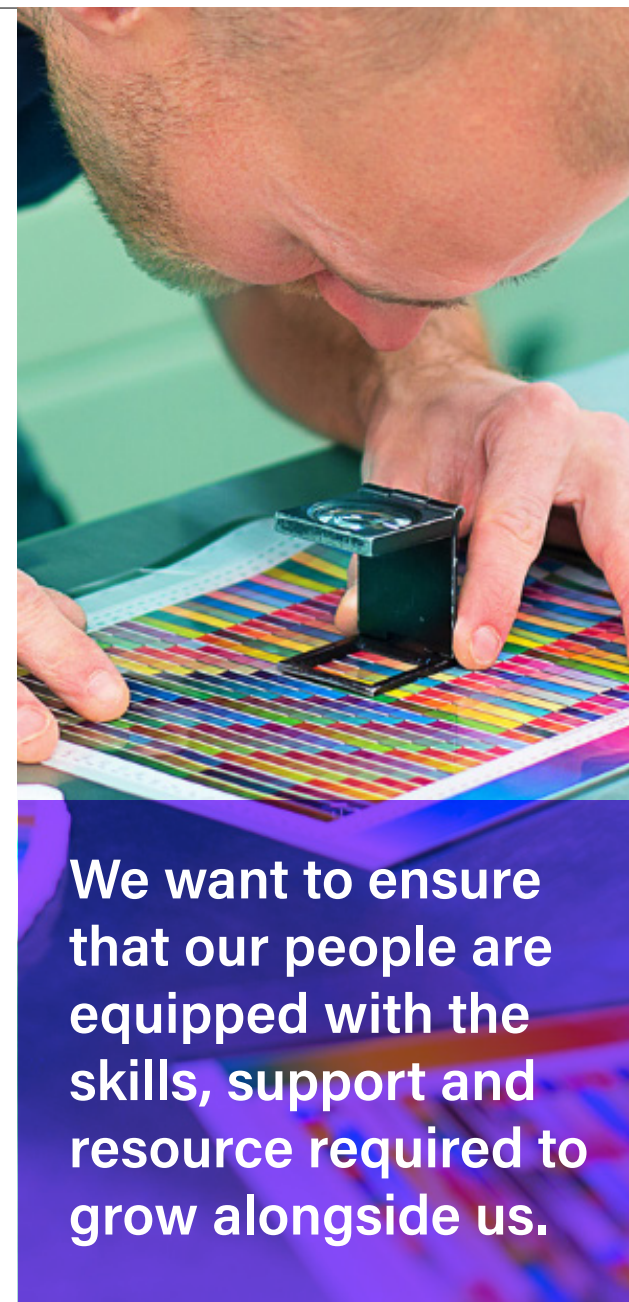
- ➔ 280 hours of external training delivered for the workforce
- ➔ At least 35 hours of training delivered per FTE employee*⁶

As Aurora continues to grow, we want to ensure that our people are equipped with the skills, support and resource required to grow alongside us. We invested £20,000 in our training and development programme this year, and in 2023, we will be appointing a Learning and Development Lead to mature this area even further.

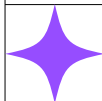
Employees have access to around 8,000 online courses- from marketing and finance to customer service. We also provide mandatory training courses for employees on our people polices, supplemented by annual refresher training.

Our appraisal process ensures that there is a clear understanding of goals and expectations, and that opportunities for development are identified. In 2023, we refreshed our performance management process to promote more meaningful conversations. Rather than completing formal quarterly appraisals, we introduced continuous one-to-ones, allowing managers to take a more tailored and flexible approach. To support this, our HR team held a series of personal development workshops for managers on how to conduct an effective appraisal, to ensure that employees get the most out of the session.

⁶ This figure represents the minimum number of hours of training that every employee would have received during the reporting period



We want to ensure that our people are equipped with the skills, support and resource required to grow alongside us.





Meet Kyle Spittle, one of Aurora's rising stars

Kyle Spittle is Aurora's EUC (End User Computer Manager).

While his home base is Hertford, he splits his time between Aurora's London office, as well as across the other regional offices.

"Aurora is supportive of hybrid working and they trust people to do their job!"

1. When did you start working at Aurora?

I first joined Aurora as Junior IT technician in August 2019, after completing a Sports Science degree at university. Originally, I wanted to go into teaching, but in my final year, I was unsure whether I wanted to do this and undertake the extra year of study. I decided to take a 'year out' working, joined Aurora and I've been here ever since!

2. Tell us a little bit about your journey at Aurora and how you've progressed within the company since joining.

From joining as a junior, I worked my way up to IT Support Analyst in 2022. In October last year, I was then promoted to manager – so I now manage a couple of people on the team. Originally, they started out as contractors and then became permanent staff, so I now oversee them, as well as a number of projects across the business.

3. Please describe your day-to-day role.

When I first started, I was mainly managing tickets, whereas my day-to-day now generally consists of more hands-on manager work. In addition to managing my team, I also oversee our larger projects, such as preparing the business for growth and managing an infrastructure refresh. I'm not completely away from the day-to-day though, I still deal with tickets and people still grab me in the office to take a look at any issues!

3. How has Aurora supported you in your career development? E.g. training opportunities, paying for qualifications etc.

After my first six months, Aurora put me onto a course similar to an apprenticeship course, where my job made up 5% of the module, alongside completing coursework. This started out with in-person training but changed to virtual during COVID-19, so I completed all my training and exams online. Aurora is very supportive of ongoing training, and I've also done a number of day courses. The majority of my training has come from on-the-job learning though and Aurora give me space to learn from my mistakes and improve.

4. What's the best part of your job?

I enjoy working with the people the most. In this day-and-age, it's easy to not meet everyone in the company, but building those relationships and having face-to-face interaction makes my job easier. I have a good relationship with everyone in the company, so it gives my work a personal touch. Additionally, I enjoy the flexibility; Aurora is supportive of hybrid working and they trust people to do their job.

5. What are your top three tips for anyone thinking about an apprenticeship at Aurora?

Always be willing to learn. Showing willingness and going that extra step goes a long way. Also having the people skills to build relationships. In this role you can learn all the technical skills to get by but being able to communicate and speak to people can be make or break. People need to be able to put a face to the name and it pays off – if you take the time to help someone and be present, they'll take the time to help you in return!



Supporting our Communities

Total donated in 2023: £6,775.42

How Aurora is generating social value in our communities

Our charity committee carries out an annual survey to get employee feedback on causes to support and seek out fundraising ideas. In the last year, we've continued our ongoing partnerships with two fantastic charities – The Isabel Hospice and The Veterans Aid fund.

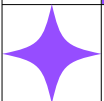
In February 2023, we visited The Isabel Hospice in Hertfordshire to present them with their cheque for £3,387. The Isabel Hospice provides invaluable bereavement support for hundreds of families and children across east Hertfordshire and we're proud to partner with them for the third year running. Donations help the charity to deliver free care to the people they support at home, or at one of their community hubs or in-patient units.

Another charity close to our hearts is Veterans Aid, a charity helping to battle homelessness among the ex-service community for the last 90 years. In March 2023, our charity committee met with Veterans Aid CEO, Prof. Hugh Milroy, who spoke to us about the incredible work the charity does for its veterans, including their rehabilitation programmes. This includes the Belvedere Rehab Centre in Limehouse, East London, which consists of 66 private rooms for ex-servicemen and women and has a 90% recovery success rate for its patrons. We raised and donated £3,388 for the charity this year, and we're proud to support them for the second year in a row.

In 2023, we'll be continuing to raise money for the two new charities our employees select to support.



We'll be continuing to raise money for the two new charities our employees select to support





Supply Chain



Supply Chain

CREATING A SUSTAINABLE SUPPLY CHAIN

- ➔ **Total number of suppliers: 728**
- ➔ **Total number of new suppliers onBoarded in the reporting period: 75**
- ➔ **Total Spend with SMEs: £6,849,257**

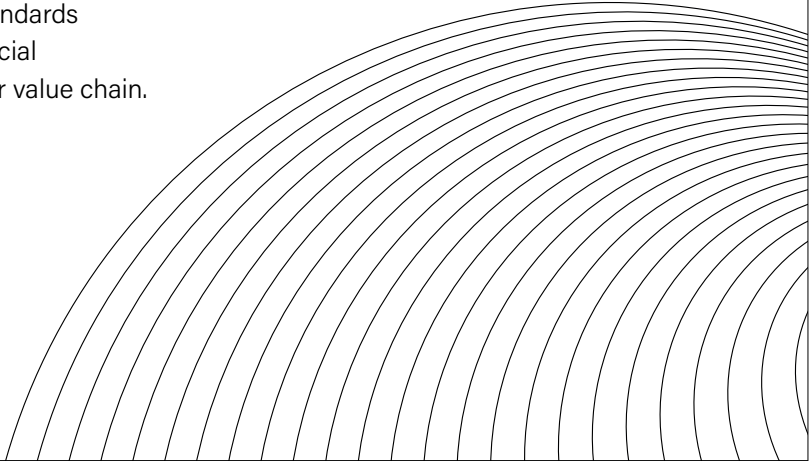
Responsible supply chain management is a crucial component in our ESG strategy. The majority of a business's environmental impact lies within their supply chain, making it essential to work collaboratively with suppliers to raise ESG standards across the Board. With supply chain regulation ramping up – most recently with the EU's new due diligence directive (the CSDD)- businesses are under increased pressure to demonstrate action to address ESG risks in their supply chain.

Aurora prioritises suppliers with environmental credentials and we're proud to partner with those who are pioneering in their ESG practices. In 2022 we migrated to a new centralised system to strengthen the identification, monitoring and reduction of environmental risks in our supply chain. Our supplier portal now includes a traceability system to check for responsible production, including environmental management practices, as well as the sustainability of their own products and services.

We also undertake vetting of our supply chain prior to taking on any new suppliers. All potential suppliers must undertake an initial assessment and are not onBoarded until this has been completed. We also outline our expectations of suppliers in our supplier code of conduct, which outlines Aurora's commitment to uphold the highest standards of legal, ethical, environmental, and social responsibility across the entirety of our value chain.

Modern Slavery

Aurora is committed to safeguarding our supply chains. To date, we have had no reports of modern slavery or human trafficking within our own organisation or in our supply chain, and we constantly strive to develop policies and procedures that keep our supply chain robust. We undertake due diligence to monitor, identify and assess any potential risk areas both when taking on new suppliers, as well as undertake regular reviews of our existing suppliers. Additionally, we provide relevant training to staff, including how to raise any concerns through our whistleblowing procedure.



Governance





Andy Moffitt (CEO)



Martin Oxley (CFO)

Our Board

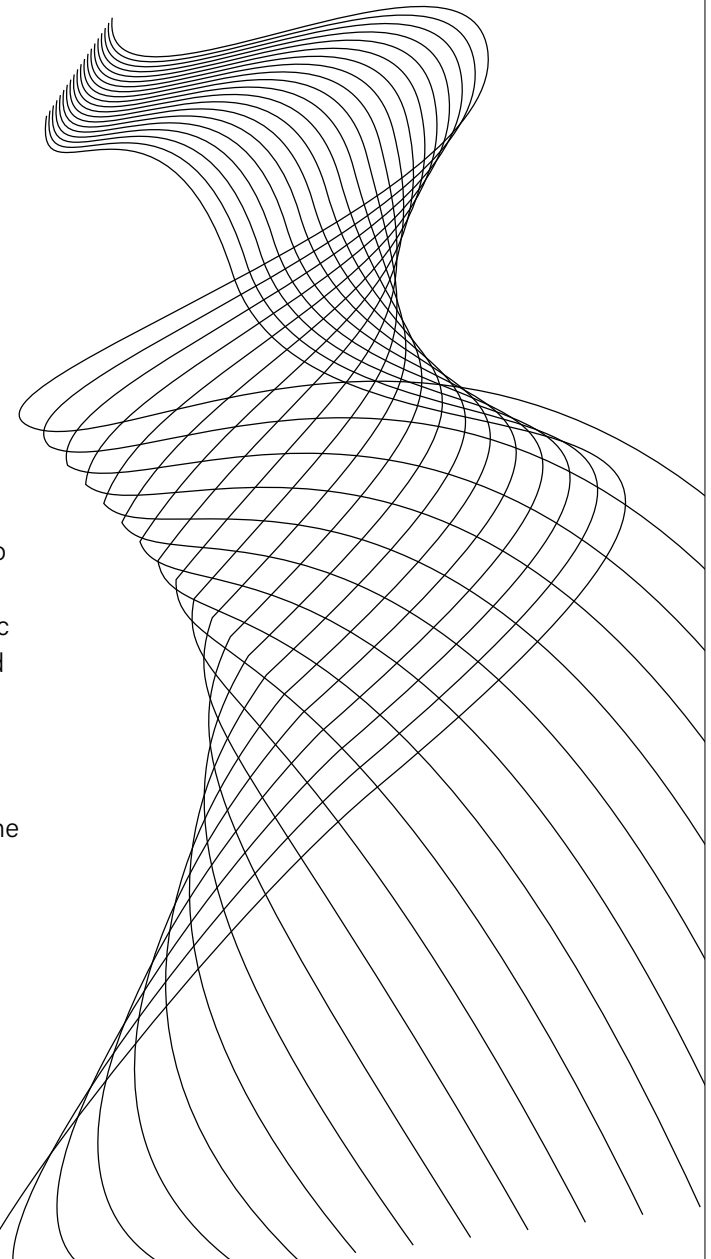
Board members:

Andrew Moffitt, Martin Oxley

Aurora's Board takes overall responsibility for the firm's management, overseeing the strategic direction of the company, ensuring responsible governance and mitigating risk. This includes meeting regulatory obligations and reporting (at least annually) on the group's policies and procedures, anti-financial crime measures, and compliance functions and responsibilities in accordance with FCA (Financial Conduct Authority) requirements.

The Board meets at least monthly, in addition to holding regular forums to provide updates and seek participation and feedback. Major strategic and investment decisions are voted on in Board meetings, with all, or the majority of directors in attendance.

The Board plays a pivotal role in our ESG programme, reviewing monthly updates from the ESG Committee, as well as attending quarterly ESG Committee meetings to assess progress.



Our ESG Committee

Now three years old, our ESG Committee is responsible for driving our ESG programme – from maintaining momentum on progress to holding the team accountable to targets. The committee is also responsible for effectively communicating our ESG commitments to stakeholders, providing monthly and quarterly updates to the external Board on Aurora's ESG progress.

Committee Members:

- Gary Bishop – Chair of Committee
- Jo Karikos – Lead of Committee
- Stakeholder members
- Agnes Wojtczak
- Aurelia Thompson
- Dawn Preston
- Peter Smith
- Richard Pole
- Sonia Ortela



Gary Bishop



Jo Karikos



Agnes Wojtczak



Aurelia Thompson



Dawn Preston



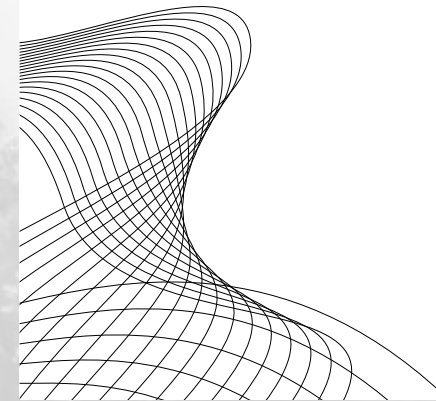
Richard Pole



Sonia Ortela

Environmental Governance

In 2022, Aurora achieved our ISO 14001 (Environmental Management System) accreditation, an internationally agreed standard for environmental management systems. The accreditation helps organisations enhance their environmental performance through more efficient use of resources and reduction of waste and allows Aurora to measure and enhance our environmental impact against a certifiable framework.



Managing Risk

Unexpected events can bring disruption to any business – regardless of stature and size, making it vital to prepare for any eventuality. This year, we conducted a full risk assessment across the business, culminating in our revised Business Continuity and Disaster Recovery plan. This includes our incident response protocol, maintaining the delivery of critical services and activities during and immediately following a critical incident, as well as how to achieve a full return to business-as-usual as seamlessly as possible.

Health and Safety

Protecting the safety of our workforce is paramount, which is why we have extensive precautionary measures and controls in place to ensure safe working procedures. This is evidenced in the data- with zero reportable incidents in the last year. In 2022, we obtained both our ISO 45001 Occupational Health and Safety and Safe Contractor accreditations, adding further weight to our health and safety programme.

Our health and safety committee of employee representatives meet quarterly, seeking external expertise where needed from our appointed contractor for additional guidance. Additionally, nearly 100% of Aurora employees undertook full health and safety training upon induction in 2022,

supplemented with job-specific training covering Work at Height, COSHH and Manual Handling.

H&S OVERVIEW

- ➔ **0 reportable incidents in the last year**
- ➔ **0 near misses reported**
- ➔ **99.% of employees received health and safety training in the last year**

Data Privacy and Cybersecurity

Maintaining the security of our systems is a key focus area for Aurora. Our internal committee meets regularly to monitor departmental compliance and ensure our IT security policies and processes maintain the highest protection standards. Additionally, we've been busy preparing for our ISO 27001 audits, with the aim of achieving the accreditation in 2024 to align our programme with an internationally recognised framework. We are also sensitive to the importance of data protection, with robust measures in place to ensure we meet GDPR regulations.

Anti-Bribery and Corruption

In line with our commitment to operate as a responsible business, we take a zero-tolerance approach to anti-bribery and corruption. Our anti-bribery and corruption approach is overseen by the Board, and we have extensive controls in place to ensure we continue to uphold the highest standards of transparency, honesty and professionalism. Any breaches of our anti-bribery and corruption policy are taken very seriously, and we encourage employees to raise any legal and ethical concerns through our whistleblowing procedure.

Whistleblowing

100% of staff are trained on our whistleblowing policy – from spotting the signs of malpractice in the workplace to how to make a formal report. Aurora's appointed compliance officer acts as Aurora's whistleblower champion. They are responsible for maintaining the integrity, independence, and effectiveness of the procedure, as well as the protection of whistleblowers. Concerns can be made via multiple channels, giving employees the option to report both internally and externally. Reports can be made in writing, by phone, email or in person, with the option to do so anonymously. Where required, employees can also report directly to the Financial Conduct Authority.



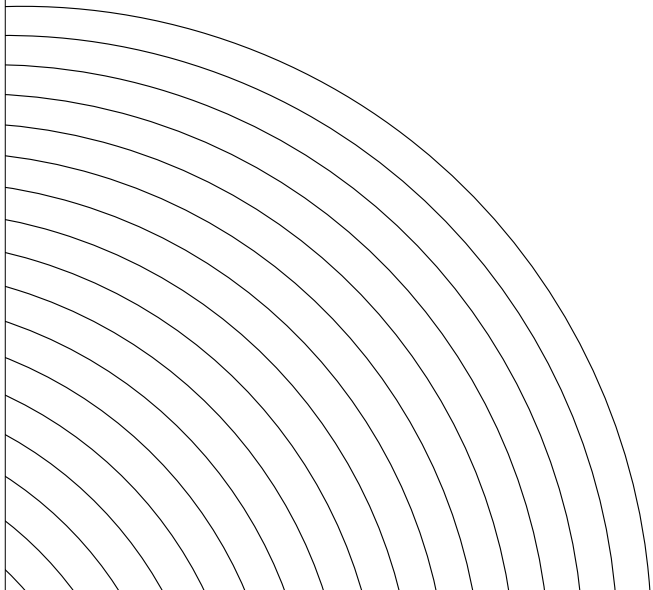


Looking Forward



Looking Forward

As Aurora enters the fourth year of our ESG programme, we've levelled up our ambitions across all areas of the business. From signing up to the Science Based Targets Initiative, to developing a social value programme, our revised targets and objectives are reflective of the increased maturity of Aurora's ESG strategy. We look forward to reporting back on our progress in 2024, as we demonstrate our ongoing commitment to sustainable growth, and driving positive change for our people, planet, and communities.



Our 2023 objectives

Environmental Objectives	Progress
Sign up to the Science Based Targets Initiative	
Roll out environmental awareness training to all staff	Environmental champions appointed, Aurora Green Guide in place
Following Aurora's ESOS assessment, continue to invest in energy reduction initiatives across the business	ESOS assessment underway
Undertake quarterly reporting on selected environmental metrics to track progress	ESG reporting platform established

Social Objectives	Progress
Establish DE&I champions across the group	DE&I survey rolled out and DE&I policy in place
Become a Real Living Wage accredited employer	100% of employees are paid the real living wage
Establish a community engagement strategy	Charity committee in place and employees select two charities to support annually
Begin to map out our tier 2 supply chain	Aurora now has full oversight of tier one suppliers and their ESG credentials
Develop a Social Value Programme	Aurora has undertaken a social value gap analysis of our business activities

Governance Objectives	Progress
Establish a Board diversity policy to enhance Board diversity in the long-term	
Attain our ISO 27001 accreditation	Aurora is currently preparing for the accreditation
Undertake an ESG risk assessment across the group and embed material risks into the risk register	

ESG Integration Objectives	Progress
Undertake a stakeholder materiality assessment	



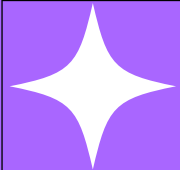
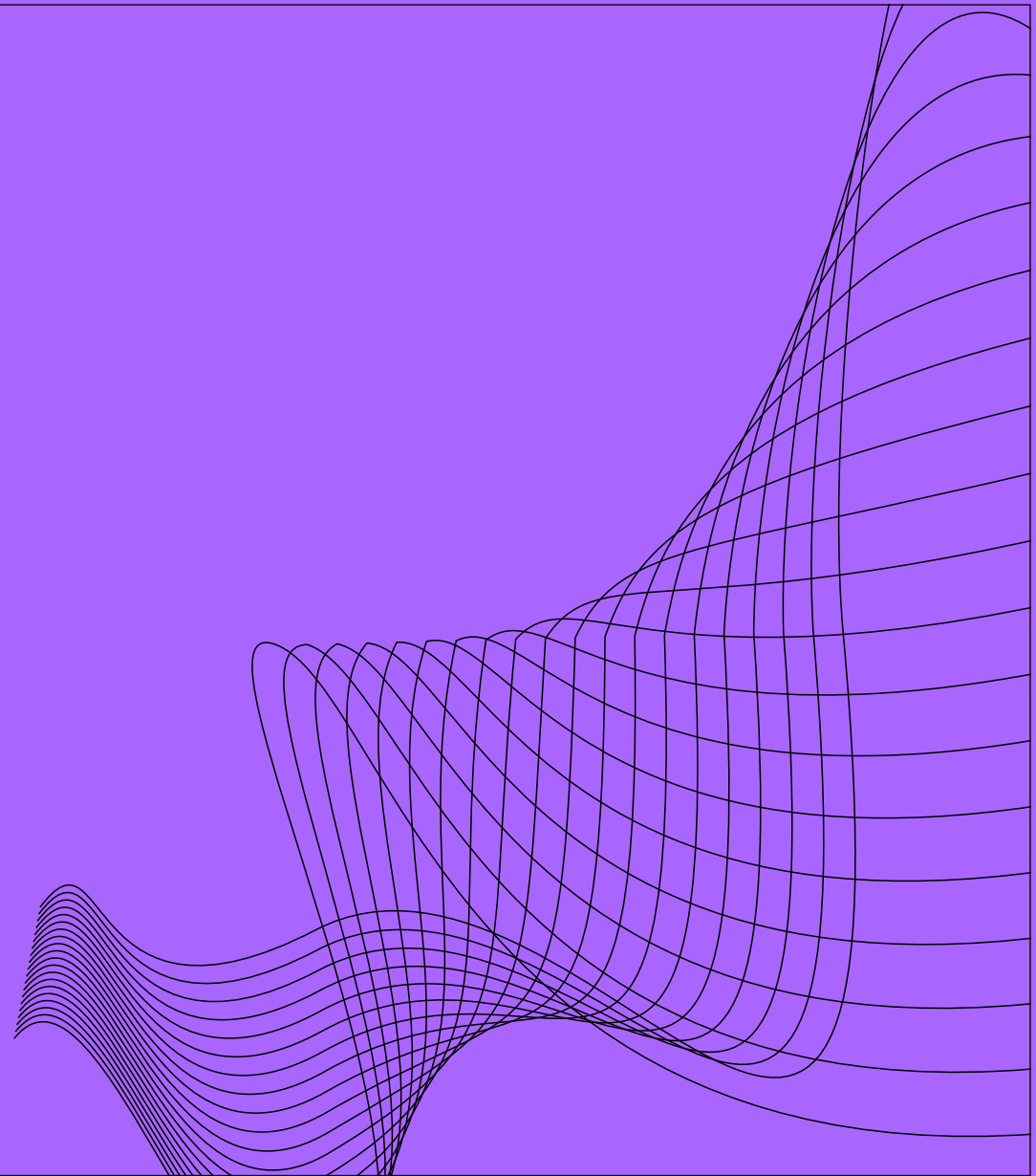
Working in partnership with:



An intelligent approach to energy, waste & sustainability

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Aurora ✨