

SUSTAINABILITY REPORT 2024

CLARION
EVENTS



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A MESSAGE FROM THE CEO

As I reflect on the past year, I am proud of the strides Clarion Events has made in embedding sustainability at the heart of our business. This journey is about more than operational efficiency; it is about fostering a culture of accountability, innovation, and purpose that resonates across our teams, events, and the industries we serve.

In 2024, we laid a solid foundation for a sustainable future by gathering essential data and insights into our shows, allowing us to make informed decisions about our environmental and social impact. For the first time, we collected comprehensive event activity data, enabling us to calculate our carbon footprint and better understand where we can drive meaningful change.

We launched our inaugural group sustainability policy and published our first sustainability report, providing transparency and setting clear benchmarks for our progress. To further these efforts, we introduced an ESG governance structure to maintain focus and accountability and enhanced our procurement policy alongside a supplier charter.

One of our proudest achievements, however, has been the formation of a global network of 24 Sustainability Champions. Their dedication

has helped integrate sustainability into every facet of our operations, from central IT and DEI to specific sectors like Gaming, Tech, Enthusiast, Confexes and Energy.

We have also joined the global Better Stands program, piloting two initiatives aimed at improving the sustainability of exhibition stands. We released comprehensive guidance for exhibitors and our show teams and to further drive our ambition, we delivered bespoke Carbon Literacy training courses, equipping an additional 34 staff members with the knowledge to drive climate action.

Our commitment to collaboration extended beyond our organisation as we engaged with key stakeholders, including key suppliers and venues, to champion sustainable practices and supported industry research exploring how exhibitions can act as travel consolidators, reducing overall environmental impact.

This report is a testament to what we can achieve together. I am deeply grateful to our teams, partners, and stakeholders for their dedication and collaboration. Together, we are building a more sustainable future - one event, one initiative, and one innovation at a time.



Lisa Hannant
CEO, Clarion Events



CLARION AT A GLANCE

190

EVENTS

11

SECTORS

47,000

EXHIBITORS

24

COUNTRIES

1,170,000

ATTENDEES

AWARDS, RECOGNITION AND MEMBERSHIPS



GOVERNING SUSTAINABILITY

Clarion has a strong corporate governance framework to oversee sustainability strategy and performance. At the highest level, our ESG Board provides oversight and strategic direction, meeting quarterly to review sustainability progress, strategy updates, and risk management.

The ESG Board is supported by the Global ESG Committee, established to guide and promote sustainability initiatives across Clarion Events. Its purpose is to integrate sustainability principles into business practices. The Global ESG Committee is supported by Regional Working Groups responsible for day-to-day management and follow-up of sustainability initiatives.

Our [Group Sustainability Policy](#) guides our approach, supported by the Group Procurement Policy to integrate sustainability considerations into procurement. The central Group Sustainability team provides strategic direction, empowering business units to embed the Group strategy and achieve their sustainability goals.

To further embed sustainability, we're seeing teams make sustainability objectives part of annual performance appraisals. Additionally, our Sustainability Champions programme continues to grow, with 24 colleagues actively supporting local initiatives.

The below shows how we structure sustainability governance across Clarion.

ESG BOARD



Russell Wilcox,
Executive Chairman



Richard Johnson,
Chief Financial Officer



Lisa Hannant,
Chief Executive Officer



Adam Ford,
Chief Operating Officer

GLOBAL ESG COMMITTEE



Chris Gallon,
CEO EMEA



Richard Ireland,
CEO Asia



Amy Hollins,
Group Finance
Director



Verena Lester,
Group Operations
Director



Michelle Hutchinson,
EMEA People Director



David White,
Managing Director



Liz Irving,
CEO North America



Wendy Lai,
Vice President
Global Sources



Chris Ansell,
Group Head of
Venues and Travel



Tom Jeans,
Group General
Counsel



Daniel Nwaokolo,
Managing Director



Ellen Osborne,
ESG Manager

SUSTAINABILITY CHAMPIONS

Embedding sustainability across the Clarion Group is no easy task, and near impossible without the dedication of our Sustainability Champions. Their commitment to sustainability has driven our initiatives forward, leading by example and championing environmental and social sustainability across the business and within our products.



Adrian Sng,
Director,
Clarion Asia



Amanda Lewis,
Sales,
HealthTechX Asia



Amber Anderson,
Operations,
Imago



Annabelle Ooi,
Operations,
Clarion Asia



Ben Myatt,
Show Manager,
Enthusiast



Bobbi Acevedo,
Program Manager,
Fire and rescue



Cynthia Haynes,
Customer
Services, Imago



Gabriel Ewbank,
Marketing,
Enthusiast



Heather James,
Director,
Digital Marketing



Jelena Peranic,
Operations,
Synergy



Kate Gloss,
Operations,
Leftfield Media



Lucy Smit,
Operations,
Confex



Paula Mello,
Operations,
ITC, IGA, UXC



Rori Mwansa,
Production,
Phaciltate



**Roshanna
Anthonypillai,**
Operations,
Defence



Simon Hoare,
Director
Production,
Energy



**Stephanie
Kolodziej,**
Vice President,
Energy



Daniel Perry,
Change
Management, IT



Marisa Beckham,
Operations,
Enthusiast



Gabor Nagy,
Procurement,
IT



Chanel Olsson,
HR,
North America



Oliwia Bochinska,
Sales,
Connexa

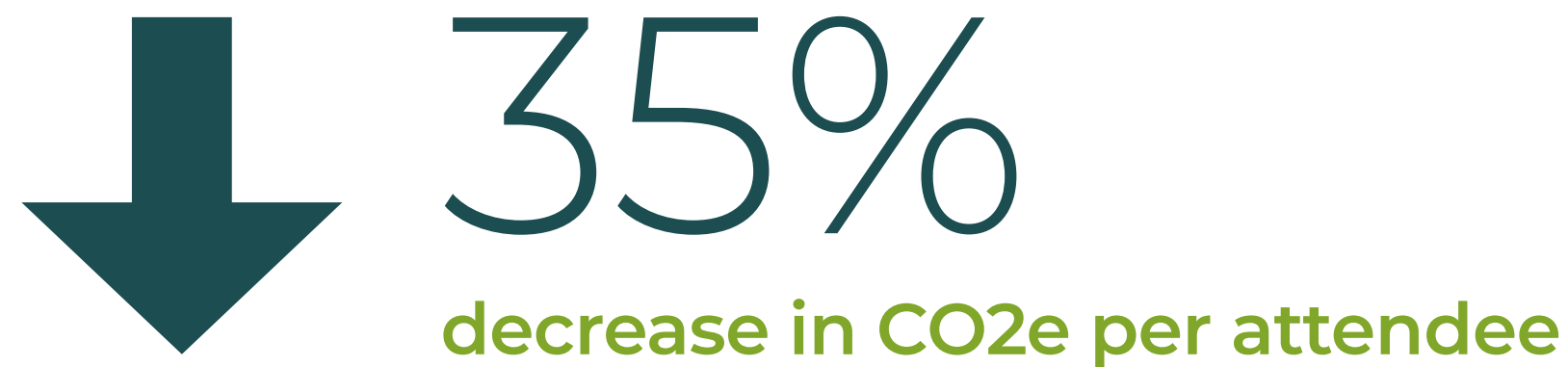
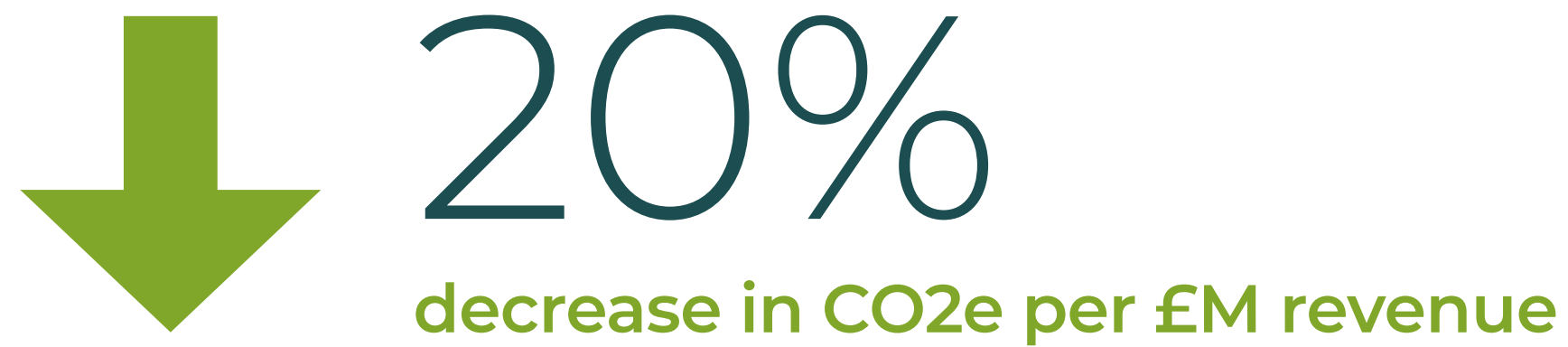


Albert Pollard,
Sales,
Connexa

OUR PLANET

We care about climate change and are determined to reduce the impact of our offices, our events, and our digital products on the environment You can read about some our initiatives here.

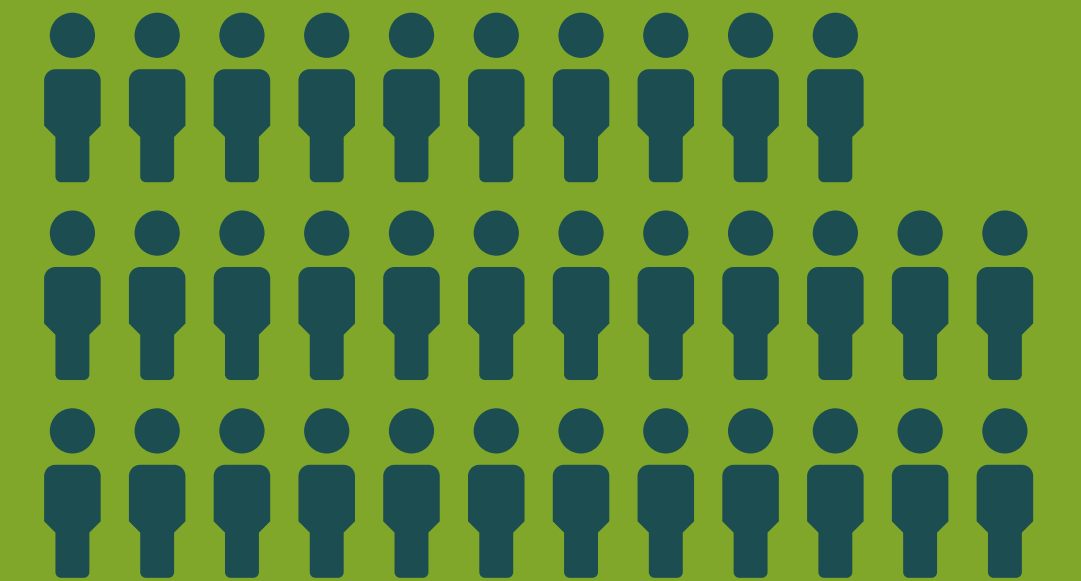
SINCE 2019:



DURING 2024:



of our Scope 2 electricity consumption matched with renewable energy certificates

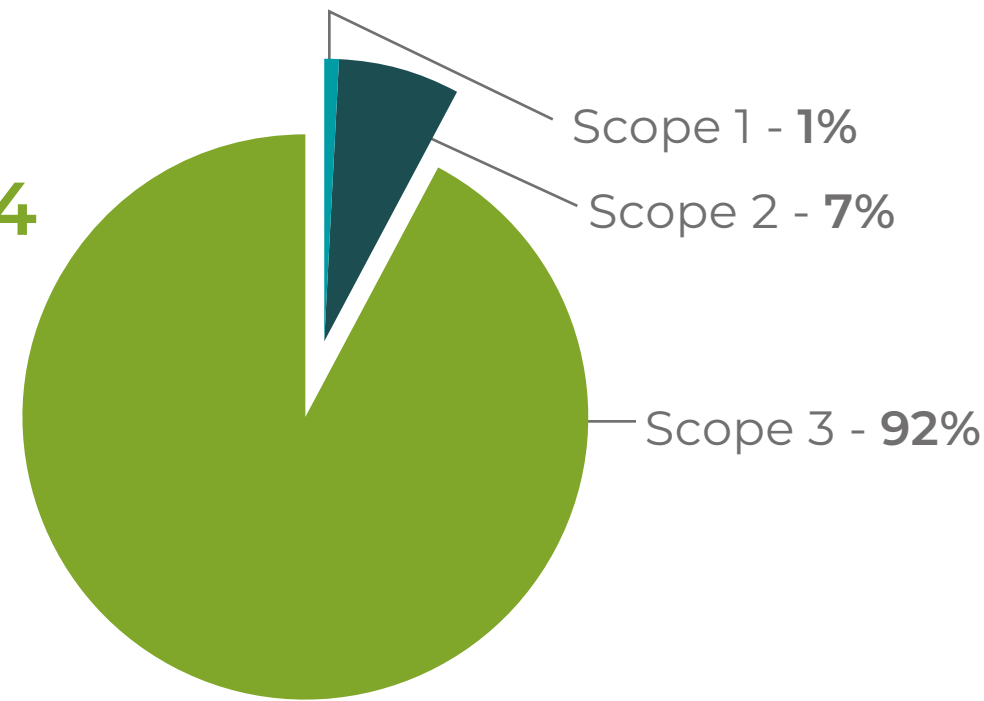


3% reduction in Scope 1 emissions



2% decrease in electricity consumption at our London HQ

EMISSIONS PROFILE FOR 2024



IMPROVING DATA QUALITY AND COMPLETENESS

Event level data collection was a huge focus for Clarion over the last year. We targeted 16 different shows globally for data covering energy, waste, food and beverage, travel and accommodation, printed materials, production and logistics. By tracking show level activity data, we are better placed to meaningfully track our progress to our targets.

Certain event data are easier to collect than others. We are working with our industry peers and supply chain to improve data coverage on those harder to collect areas, such as production and materials, and logistics.

This year we have introduced three new scope 3 data categories – homeworking, employee commuting and office waste. Through 2025, we will continue improve data quality and completeness while directing reduction efforts towards the highest-carbon areas at a show level.

REDUCING OUR CARBON EMISSIONS

We have taken significant steps toward reducing our Scope 2 emissions by transitioning our offices to green tariffs where possible. This year, we matched 70% of our offices' electricity use with Renewable Energy Certificates (RECs), supporting the transition to a cleaner energy grid.

Our next steps are to publish a more detailed roadmap to achieve our 2030 and Net Zero targets, revise our baselines to incorporate recent acquisitions, and continue to engage with supplier partners to measure and reduce emissions.

2024 SCOPE 3 CARBON EMISSIONS



NEW SCOPE 3 DATA



Purchased goods and services = IT related services, marketing, publishing, consultancy, legal fees, sales, security, registration, event promotion and visitor promotion

Event Venues = Venue, hotels and associated utilities

Event Operations = Event build partner, catering, equipment hire, event management, event staff, event transportation, speaker costs and accommodation

Business Travel and Hotel Stay = Travel and overnight stay by Clarion Events staff

Other = Insurance, trade association, networking partners, office water use, WTT and T&D

Homeworking = emissions associated with employees working from home

Employee Commuting = emissions associated with employees commuting into all Clarion offices

Office waste = waste creation associated with all Clarion offices

SUPPORTING BETTER STANDS

As disposable stands make the largest contribution to exhibition waste, we have committed to reducing the number of disposable stands at our events by proactively informing our exhibitors about the advantages of choosing reusable stands through the Better Stands programme.

Better Stands is a global programme created to unite the exhibitions industry in moving towards reusable stands at events. It also shows how sustainable business can be better business too. Reusable structures not only reduce waste but they can reduce the time it takes to construct and take down stands, reduce the cost of design and construction and allow for investment in higher quality and more successful stands.

Having piloted the programme at two shows in 2024, we will expand delivery across more shows in every region during 2025. Read more about Better Stands [here](#).



34 staff became carbon literate

DELIVERING CARBON LITERACY TRAINING

In 2024, we launched global Carbon Literacy Training to equip our people with the knowledge and motivation to drive climate action. This year, 34 staff completed the course, with 100% feeling more confident discussing climate change. Graduates are already applying their knowledge, implementing solutions for carbon reduction and supporting our net zero goals.

In 2025, we aim to certify 50 more employees across all levels, further embedding sustainability into our culture.



CASE STUDY

A LEADER IN SUSTAINABILITY

Enlit Asia is a major annual conference for the power and energy sector, drawing over 12,000 visitors and 350 exhibitors. As the event grows, so does our commitment to sustainability, which is increasingly important to our customers.

This year, we reduced plastic waste by switching to 100% recycled lanyards and eliminating plastic badge pouches. Recognising that stand construction is a major contributor to an exhibition's carbon footprint, our Clarion Asia team used cardboard for signage, backdrops, and furniture—renting them out for reuse.

Looking ahead to 2025, we aim to cut waste further by encouraging exhibitors to adopt fully reusable stands through the Better Stands programme. Our commitment to sustainability was recognised with the Gold Singapore MICE Sustainability Certification. Clarion Asia are incredibly proud to be one of the very first organisers to obtain this award.



Annabelle Ooi
Operations Director
Clarion Asia, Singapore



OUR COMMUNITIES

We care about the impact we have on the cities where we work - whether that's through our offices, events, the communities our customers are part of, or the suppliers we work with. As we grow, so does our chance to give back to the local and global communities we're connected to.

BOOSTING ECONOMIC IMPACT

Tradeshows and exhibitions boost host city economies through direct spending on events, increased business for local exhibitors, and the wider 'multiplier effect' from local goods and services.

The International Horse Show hosted in Hong Kong is a great example of this multiplier effect. Hosted for the first time this year, the show generated an estimated total of HK \$209m in direct spending, and created 175 new job opportunities.

Similarly, the relocation of ICE and iGB Affiliate 2025 from London to Barcelona delivered an estimated €191 million in economic impact for Barcelona and Catalonia, creating 3,100 part-time jobs. With a long-term presence in the region, ICE and iGB aim to expand their economic and social contribution to the Catalan community with each edition.

These insights help us shape how we measure and grow the economic value of our flagship events, ensuring long-term benefits for our host cities and their communities.



ICE

Relocation from London to Barcelona



CLARION CARES CHARITABLE GIVING

Our teams and brands choose to support charitable groups and not-for-profits all around the world. We do this through direct cash contributions, encouraging uptake of our colleague volunteer programme, donating equipment, tickets and event space in-kind, and through fundraising at our events.

Some of our initiatives include:

- One Day at Christmas: Sponsoring a heartwarming event where the UK events industry creates a special Christmas experience for those facing loneliness.
- Supporting Charities at our events: Offering complimentary booths or special rates for charitable organisations exhibiting at shows worldwide.
- Fundraising and donations: Contributing to animal welfare, children's support groups, PRIDE initiatives, and more.
- PPE distribution for First Responders: Providing essential protective equipment for firefighters and emergency responders in countries experiencing war.
- Red Cross support: Donating and partnering with the Red Cross to combat the effects of climate change.
- Food and clothing drives: Organising initiatives to collect and distribute essential supplies to those in need.
- Educational and cultural charity partnerships: Supporting education, cultural exchange, and artists through meaningful collaborations.



97

days volunteered
in 2024 (2023: 8 days)



+£200k

Total value contributed to
charities in 2024 (2023: >£100k)

PASSION FOR THE LOCAL COMMUNITY: CLARION EMPLOYEES MAKE A DIFFERENCE

Our people are passionate about sustainability and making a positive impact on their communities, as seen in the strong participation in staff volunteer days worldwide.

This year, we engaged in various initiatives, from food drives to environmental cleanups. The following case studies showcase some of their great efforts.



CASE STUDY

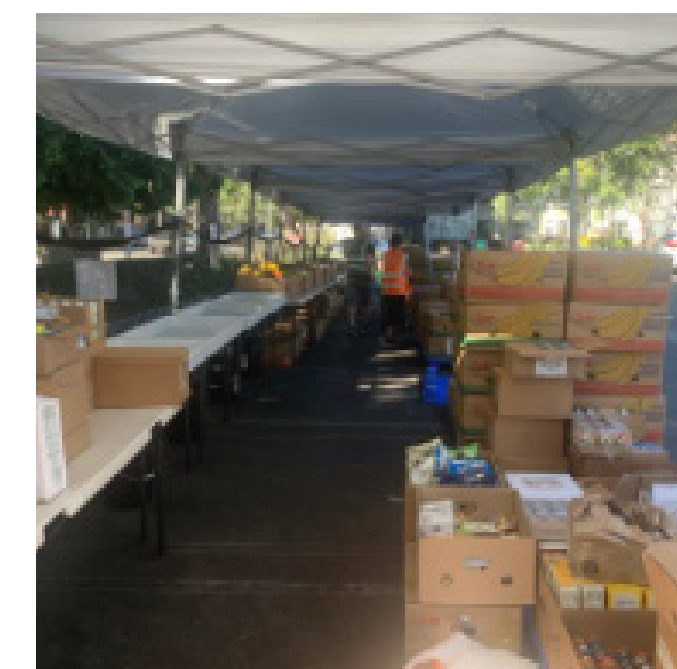
VOLUNTEERING ACROSS NORTH AMERICA

In November, the North American Customer Delivery team - a fully remote team - took part in a Helping Our World Day by volunteering in their local communities across the U.S.

Team members supported food security initiatives at nOURish LA, Second Harvest Food Bank of Central Florida, Central Texas Food Bank, nOURish NJ, and the Food Bank of the Rockies, helping prepare and distribute thousands of meals. Others contributed to environmental efforts, from rebuilding a farm event space at The Ecology Center to collecting trash across parks and trails in Troutdale, OR.

Volunteers also assembled care packages for Operation Hope, providing meals and snacks for those in need.

The day was a powerful reflection of the team's shared commitment to community, with each member making a local impact while reinforcing a collective spirit of giving back to communities.





CASE STUDY

VOLUNTEERING AT BISHOPS PARK

Just a stone's throw from our London HQ, Bishop's Park is a regular destination for colleagues participating in our Helping Our World Day initiative. Team members from across the business come together to support the upkeep of this much-loved local space by litter-picking, pruning flowers, and helping maintain the park's natural beauty.

These monthly sessions offer an opportunity to meet colleagues from different teams, step outdoors and enjoy being active. By helping care for Bishop's Park, we contribute to the wellbeing of the wider community and make a positive, visible impact.





CASE STUDY

VOLUNTEERING WITH ARTS FOR LIFE

Our Quartz colleagues spent their Helping Our World Day volunteering with the Arts for Life Project, a charity supporting vulnerable young people through the therapeutic power of the creative arts. With a personal connection from one of our team members, we were proud to support their mission.

Our team helped transform their creative spaces by painting feature walls, whitewashing an outdoor mural wall ready for a fresh start, and reorganising art books, materials, and storage for easier access.

The charity thanked us warmly for our support, and our team left feeling inspired by their work and the difference a day of practical help can make.

Find out more: artsforlifeproject.org



OUR CUSTOMERS

Our customers are at the heart of everything we do. From ensuring data privacy and security to maintaining high health and safety standards, we are committed to delivering trusted, valuable experiences. Through continuous investment in these areas, we create secure, engaging, and impactful events that serve our global audience.

MAINTAINING CUSTOMER PRIVACY AND DATA SECURITY

At Clarion, protecting customer data is a top priority. Our dedicated privacy teams ensure compliance with global data protection regulations, covering AI, procurement, and IT access control. Guided by our Privacy Policy available at <https://clarionevents.com/privacy-policy>, we uphold transparency, strong governance, and accountability.

Some of our initiatives include:

- A Cyber Security Steering Group, led by our Chief Information Security Officer, overseeing our Information Security Management System.
- A Data Protection Officer, ensuring compliance with global privacy laws.
- Ongoing employee training, including cyber security and phishing simulations, enhanced by CultureAI, our new learning management system. The platform is known internally as LEARN+PROTECT.
- Mandatory use of 1Password across the company for secure password management.
- Vendor assessments via our OneTrust Data Privacy Governance Platform.

Through these measures, we continuously strengthen our approach to privacy and security.



INVESTING IN HEALTH AND SAFETY

Our customer and employees' well-being is a priority, reinforced through our Code of Conduct and Group Health & Safety Policy. We are committed to maintaining a safe workplace and delivering secure products and services.

Key initiatives over the past year included:

- Ongoing role-specific training and a Major Incident Response Plan, refreshed at our annual operations conference.
- Robust business continuity measures, including on-duty rosters, insurance, and evacuation protocols.
- Regulatory compliance, integrating updates such as the Worker Protection Act and Terrorism (Protection of Premises) Bill into operations.
- Appointment of a Group Health and Safety Manager

Going forward, enhanced global oversight will ensure consistency in health and safety management across the Group made possible by increasing resources.

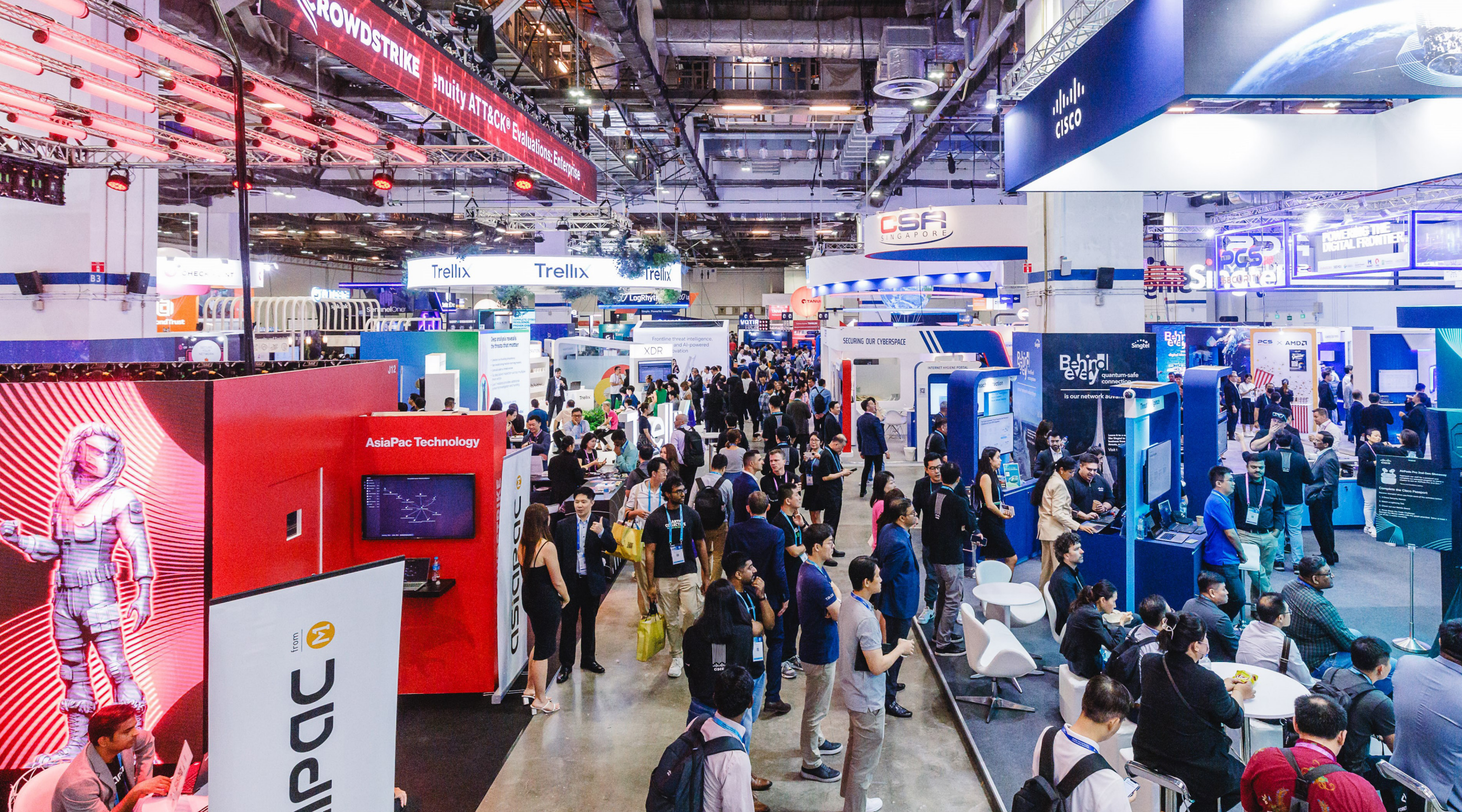
CASE STUDY

A MESSAGE FROM OUR GROUP HEALTH & SAFETY MANAGER

“ I’m excited to move into this role at a time when health and safety remain at the heart of our operations. With a good foundation already in place, my focus is on enhancing consistency, compliance, and good safety practices across the Group. Through collaboration with teams across the business, I will work to strengthen our approach to risk management, training, audits, and reporting - supporting a culture where safety is second nature. ”



Willow Chamberlain
Group Health &
Safety Manager



Keynote Panel
Balance and Realities in Forging Digital Trust for Critical Infrastructure

- | | | | | |
|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| <p>Moderator
 Ian Monteiro
 Executive Director
 Image Engine</p> | <p>Panellists
 Paul Lek
 Executive Director, Business
 Information Security Officer
 (Japan, China and APAC)
 Singapore Tech Center
 MSD</p> | <p>Leonard Ong
 Director, Cyber Defense Group
 - Policy, Risk Management &
 Capability Development
 Synapse</p> | <p>Clar Rosso
 Chief Executive Officer
 ISC2</p> | <p>Yong Yih Ming
 Chief Executive Officer
 Mount Elizabeth Hospital</p> |
|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|

CASE STUDY

**CHAMPIONING CYBERSECURITY
 ON A GLOBAL STAGE**

At Clarion, we prioritise customer privacy and data security, not just within our business, but also through our events. GovWare Conference and Exhibition in Singapore is a prime example, bringing together over 13,000 policymakers, cyber leaders, and industry experts to explore the latest cybersecurity trends and innovations. As a leading platform in Asia’s cyber calendar, it fosters critical discussions, partnerships, and advancements that shape the future of digital security.



OUR PEOPLE

Our people make everything we do possible. We're focused on creating an inclusive, supportive environment where everyone can thrive. From investing in development opportunities to championing diversity, equity, inclusion, and belonging (DEIB), we're committed to helping our teams grow and succeed.

82% responded to the Global Employee Engagement Survey



care about the future of Clarion



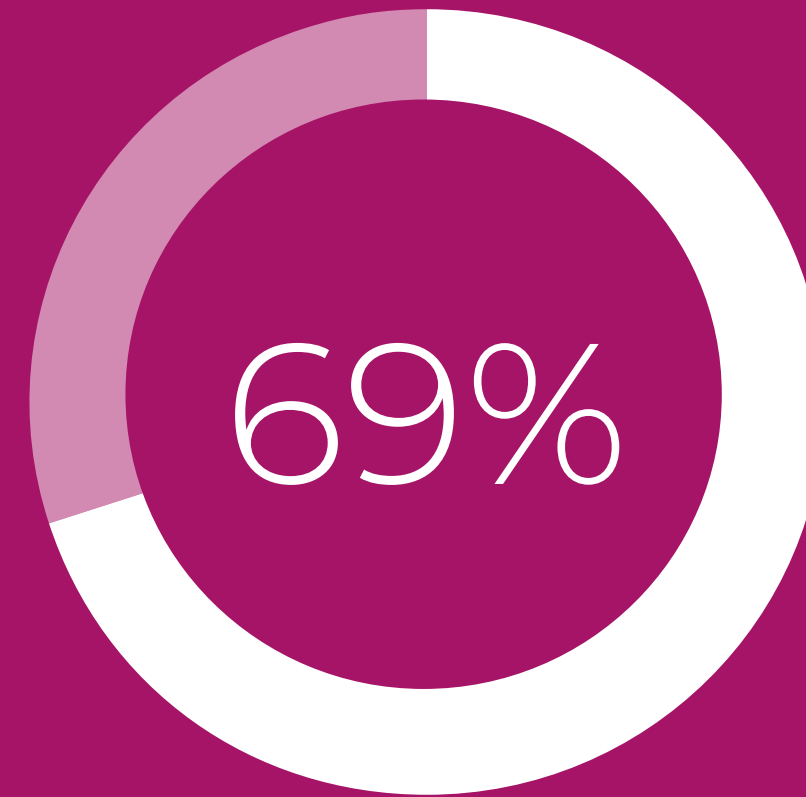
believe you are treated fairly and with respect at work



have clear and manageable work objectives



are aware of Clarion's (DEIB) strategy

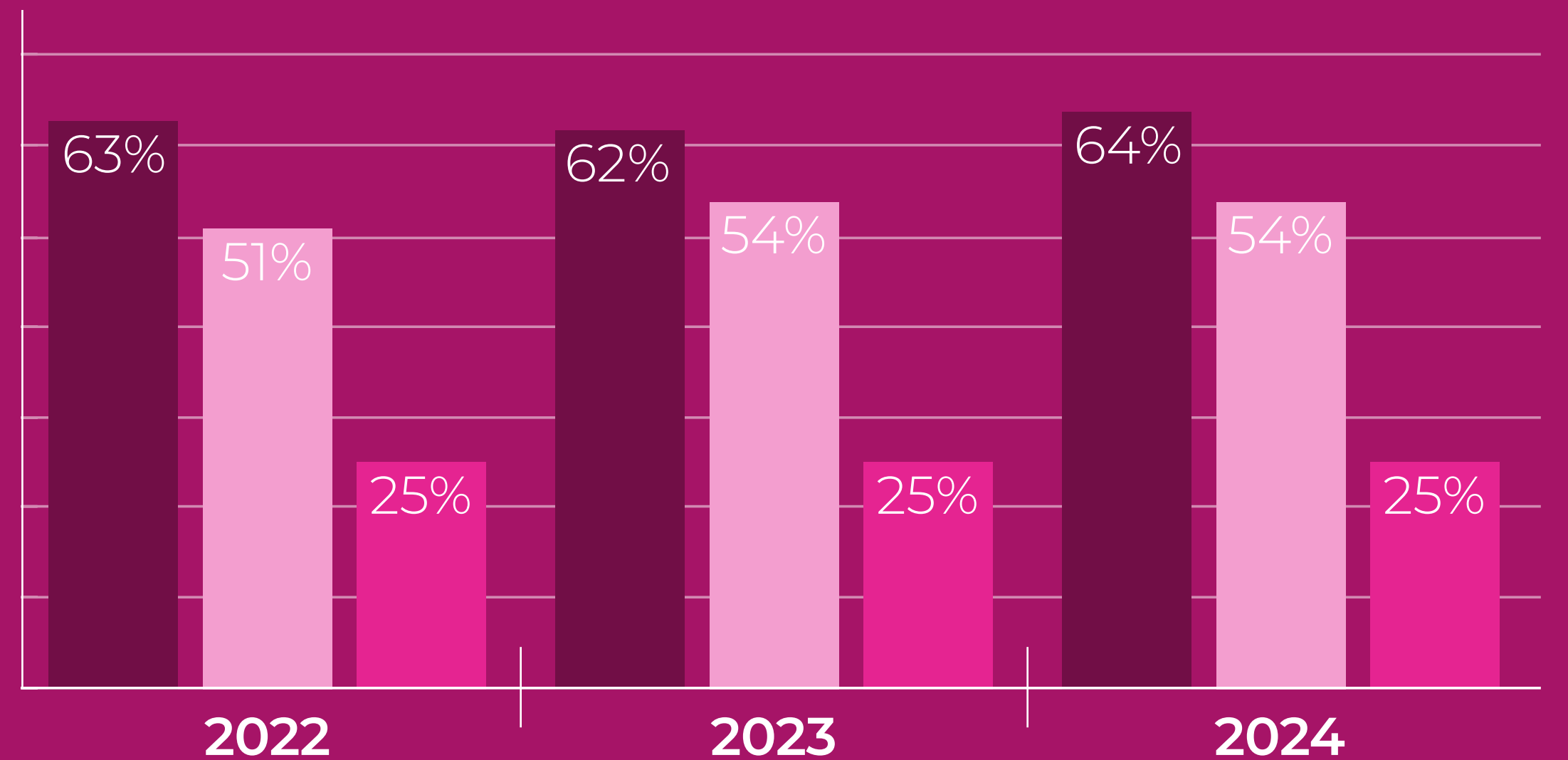


engaged in DEIB



1900 employees

Global representation of women by seniority



- All employee gender split
- Management gender split
- Board gender split

For more information on our UK Gender Pay Gap report go to <https://clarionevents.com/>

ENGAGING AND DEVELOPING OUR PEOPLE

Our people play a key role in our success. We work hard to ensure that all our employees have equal opportunity to develop and progress their careers in a supportive environment. This is reflected in the annual Global Employee Engagement Survey results, where 88% believe they are treated fairly and with respect at work, 89% care about the future of Clarion, and 85% have clear manageable work objectives.

Although staff satisfaction is high, we recognise that there are areas where we can continue to do better, which include

- Developing further training that we offer
- Increasing communication on Clarion's purpose, vision, and goals
- Providing better support for wellbeing

In response to this, over 2025 we have:

- Launched an updated performance review system linked with our purpose, vision and goals
- Offered a variety of courses and learning opportunities across the company from data protection, active bystander, resilience, stress management, neurodiversity, and carbon literacy topics. These events have been attended by staff globally with up to 200 people per session.
- Launched a Learning Management System (LMS) which is expected to roll-out globally in 2026
- Launched employee networks designed to represent, empower and safeguard our team members from marginalised communities (Women's Network, Menopause Network, Pride Network, & Culture And Racial Equity Network)

As part of our commitment to staff wellbeing, we offer Stress and Resilience Training to support employees. The training covers managing pressure, maintaining balance, and promoting a healthier, more resilient workplace.

What our People are saying;

“ From learning about the different types of pressure and stress and where they come from, I have been able to identify situations which could cause stress and am prepared to deal with effectively. The Resilience training allows you to understand challenges in the workplace and learn the most effective way to overcome them to avoid them resulting in stress and burnout. ”



Jade Goldsmith
Mental Health
First Aider &
Senior Campaign
Marketing Executive

“ In the events industry, we need to wear so many hats - we are project managers, logistics experts, customer service reps - all with immovable deadlines and very visible successes or failures. The pressure can be immense, and the demands dizzyingly varied. Resilience allows you to bend with the changes, not break; to regulate your stresses, not be overwhelmed by their peaks; to deliver your best, not burn out trying. ”



Alice Macklin
Head of Content,
Defence & Security

75 runs covering
240 miles



*The same as running from excel
London to Porte de Versailles
expo centre in Paris!*



CLARION RUN CLUB

“ For me the run club is not just about running it is about meeting colleagues I don't directly work with, chatting and using my lunch hour to switch off from work. This allows me to be so much more focused in the afternoon and thus more efficient and less stressed. The mental fitness run club provides me is amazing and I always get excited about the next meet up. ”



James Samuel
Director, Defence
& Security



CLARION BOOK CLUB

I love the Clarion book club, because I get to meet and socialize with other book lovers from different departments/events. So much of my day to day is spent working on my own show, and I appreciate the opportunity to get to know more folks from around the company. Plus it's just fun and makes me think!

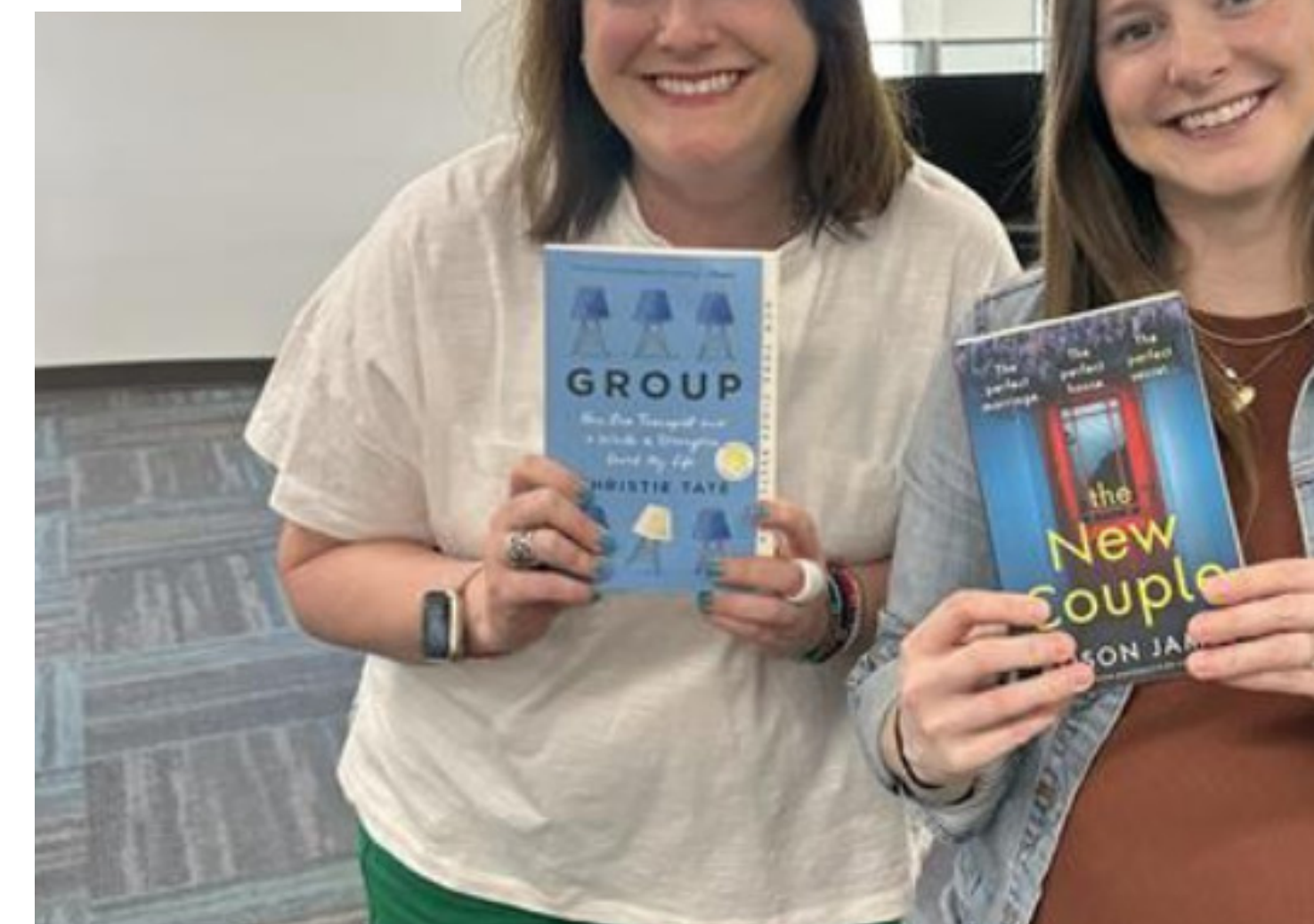
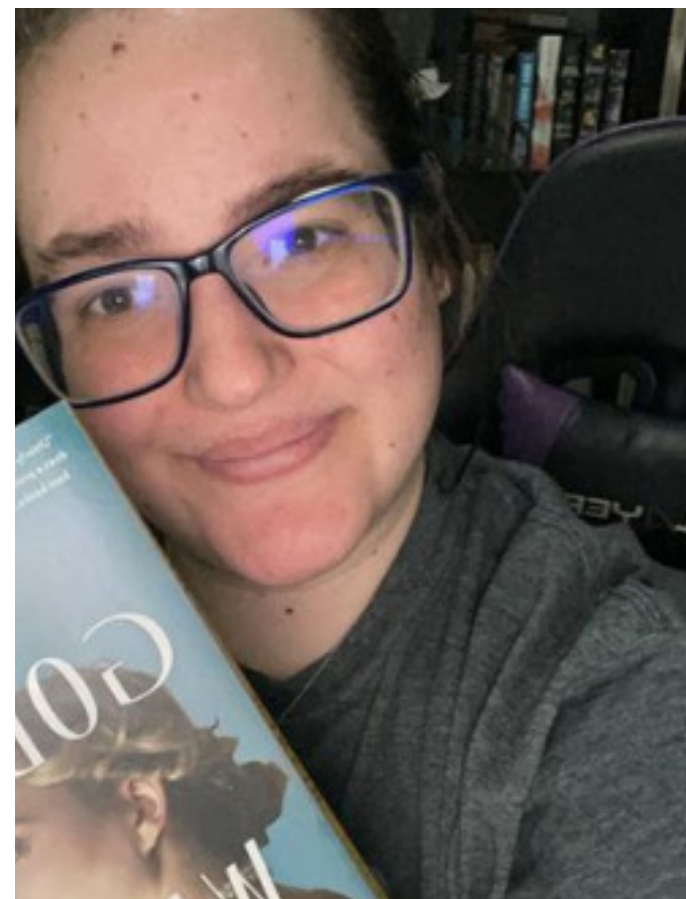
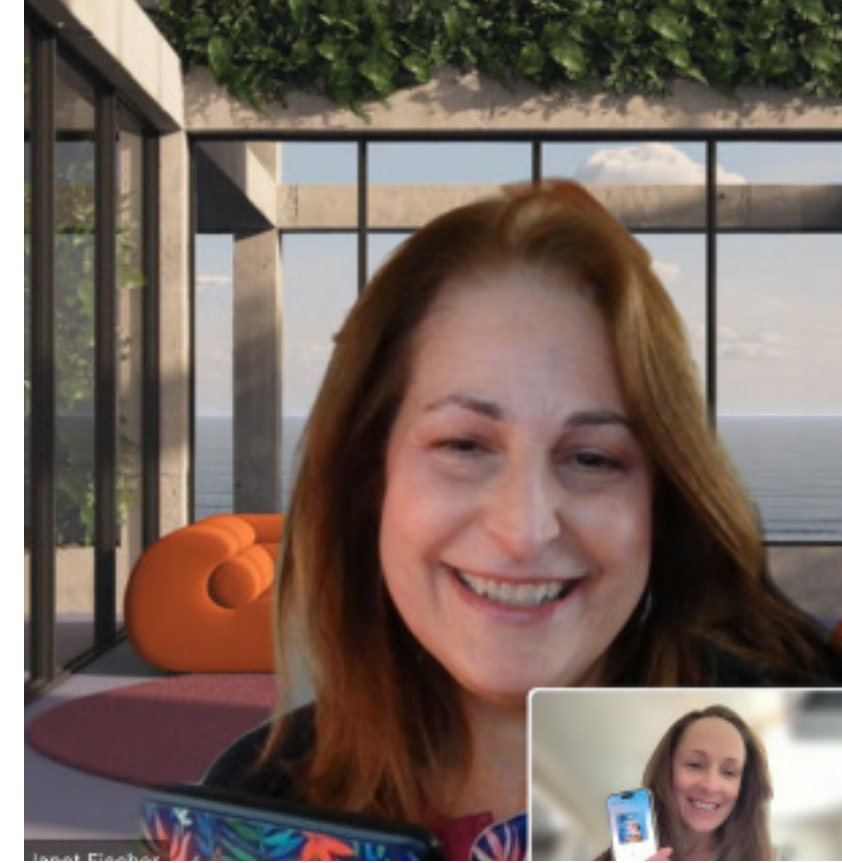
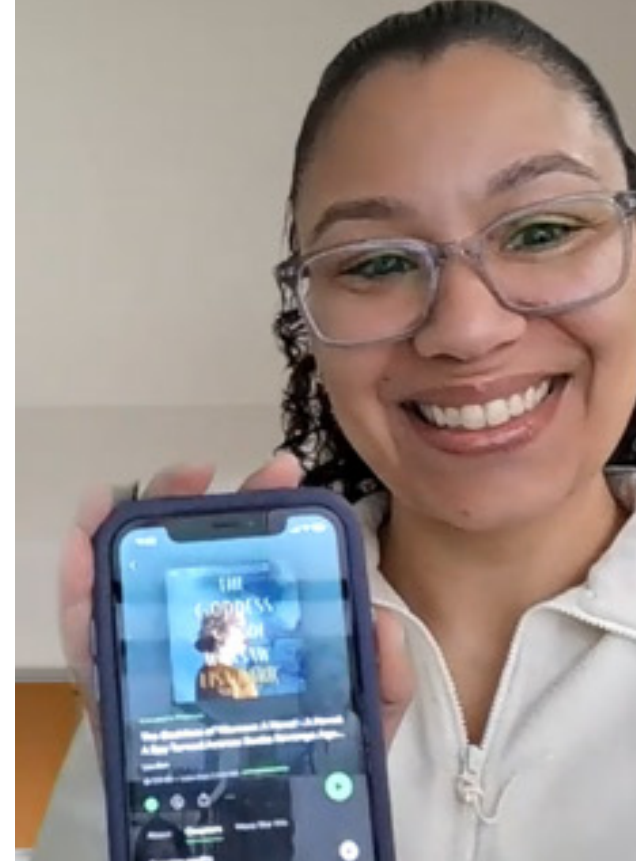


Teri Ryan
Head of Customer Experience,
ITC & MAU

I love being part of the Clarion Book Club because it gives me a chance to read books I might not have picked up on my own—and I'm always pleasantly surprised! It is also a great way to connect with colleagues I don't usually work with day to day. The conversations are fun, thoughtful, and a nice break from the usual work routine.



Sarah Toews
Senior Conference Manager, Energy



EMBRACING DIVERSITY, EQUITY, INCLUSION AND BELONGING

We believe that diversity, equity, inclusion and belonging (DEIB) are fundamental to making us a successful and vibrant organisation. As we grow and mature, we want to foster a culture that makes everyone feel they belong without compromising any aspect of themselves, where everyone's talents are rewarded and where all our voices and lived experiences continue to inform our trajectory.

As part of this, we have rolled out unconscious bias and inclusive interview practice training for managers, along with cultural disruptor and active bystander training.

During the year 69% of our employees have voluntarily engaged with a DEIB initiative, exceeding the target of 60% DEIB engagement outlined in the global strategy.

It was fantastic to see the recent DEIB forum on Neurodiversity attract over 160 participants. Other activities included everything from a spotlight on our 'Active Allies' supporting DEIB across the group, Black history month sessions, Woman in Leadership Spotlights, female forums, and the start of several social clubs globally – all with a big nod to all our DEI leaders and committee members. These networks are creating much-needed opportunities for people to both share experiences, learn from one another, and provide a supportive safe space within Clarion Events.



CASE STUDY

“ Embedding a culture of DEIB in gaming ”

Since introducing the gaming industry’s first DEI code of conduct in 2018, ICE has progressively expanded its inclusivity efforts, culminating in the launch of the DEIB programme in 2024. This included a People Campaign video series, allyship meet-ups, and DEI Expert Seminars, significantly increasing engagement and industry impact. Building on the first year of success, we continued these initiatives in 2025, reinforcing ICE’s commitment to long-term change. With sustained momentum, ICE is committed to driving diversity and inclusivity within the sector. ”



Ewa Bakun
Director of Industry
Insight & Engagement
– Gaming

CASE STUDY

“ Embedding a culture of DEIB in technology ”

Over the past 20 years, Imago Tech Media has hosted events across London and Manchester, bringing together technology specialists, business leaders, and exhibitors to showcase the latest IT advancements. We use our platform of connecting customers with knowledge and information to promote a culture of DEIB in a number of ways, from including themes in the show content, with dedicated DEIB sessions programmed on the main stage, to installing a Wellbeing Hub on the show floor which provided a calming and quiet space for all attendees, but especially for those with neurodivergent needs. ”



Cynthia Haynes
Senior Customer
Services Manager –
Imago Tech Media, UK



PERFORMANCE OVERVIEW

*Company and induced donations (cash): In 2020 Clarion did not have a mechanism in place to report money we raised at our shows and then passed onto charities like we do in more recent years.

OUR PLANET	UNIT	2019	2023	2024
Scope 1 emissions	tCO2e	257	82	79
Scope 2 emissions (location-based)	tCO2e	1,334	1,959	2,007
Scope 2 emissions (market-based)	tCO2e	1,334	1,959	323
Scope 3 emissions	tCO2e	32,584	19,155	25,598
Total emissions (Scope 1,2&3)	tCO2e	34,175	21,196	27,684

OUR COMMUNITIES	UNIT	2019	2023	2024
Total value contributed to community groups	£k	£90k*	£110k	£210k
Company donations (cash)	£k	See above	£38k	£49k
Induced donations (cash)	£k	See above	£72k	£75k
Contributions in kind (£)	£k	Not recorded	Not recorded	£61k
% of staff volunteering	%	<1%	<1%	4%
Number of volunteer days	No.	1	8	97

OUR PEOPLE	UNIT	2019	2023	2024
Total Headcount (FTE)	No.	>2000	>1900	>1900
All employee gender split	% women	66%	62%	64%
Management gender split	% women	57%	54%	54%
Board gender split	% women	0%	25%	25%

OUR CUSTOMERS	UNIT	2019	2023	2024
Number of major incidents at events	No.	2	2	1
Number of major incidents per 100 events	No./ 100 events	1.80	1.36	0.67

MAKING EVERY CONNECTION COUNT

