

For people and planet, *our* commitments



Who **we** are

We're Grey Matter – a software and cloud service provider with over 40 years experience. We help businesses move with speed and confidence – maximising opportunities and solving challenges. So, whether a client is looking to scale a solution or operate more efficiently and securely in the cloud, we're here to help.

We recognise the critical role we play in promoting sustainability in the IT channel – to our clients, our suppliers, and our vendors. Our mission is to enable sustainable growth while supporting the broader industry in transitioning towards responsible and resilient practices.

We believe that success is measured not only by financial growth, but by the quality of experience we deliver – to our partners, our people, and the wider community.

This ESG Impact Report marks a significant step in our journey. We've committed to benchmarking our alignment with the UN Sustainable Development Goals, measuring our emissions across scopes one, two and three, and creating time-bound action plans to realise meaningful progress. These efforts are supported by our appointed ESG leader, our Green Team, and company-wide training to ensure every individual understands the importance of this initiative.

Our culture is built on connection and collaboration. Through this report, we aim to share not just what we've achieved, but how we're holding ourselves accountable – driving positive impact through every facet of our operations.



'The Oak Tree at Cockington'
By Robin Ashby,
Embarcadero Product Specialist

Our values

Our values are deeply rooted in being proactive and positive, knowledgeable and progressive, and being people focused. Qualities that directly reinforce our ESG commitments.



We approach every challenge with a can-do mindset and confidence, ensuring our actions are both innovative and responsible.

Our dedication to accuracy and knowledge means we make decisions based on robust data and a clear understanding of our impact, supporting our sustainability objectives.

Above all, we prioritise people – fostering supportive relationships with clients, colleagues, and the wider community – which mirrors our commitment to social responsibility and ethical governance.

By living these values each day, we strengthen our ability to drive meaningful ESG progress and inspire positive change across our industry.

Our people

People are at the heart of sustainability, as their actions, values, and engagement, drive lasting change within our organisation.

In 2025, we appointed three ESG leads, with the remit to measure our environmental and social baselines and provide guidance on how we can improve our impact across nature and society.



Alanna Bestwick
Grey Matter



Becky Powell
Climb Global Solutions



Roberta McCrossan
Climb CS UK/EMEA

Building engagement for the long term. Our next step is to form a Green Team within each division of our business which meets regularly to discuss environmental initiatives that we can take on and deliver as a team. Each member of the team will also be put through self-paced learning starting with their environmental impact at home.





A message from our COO

“

As Chief Operating Officer, I'm proud to see the energy and commitment our people bring to our ESG journey. Their passion for environmental, social and governance leadership is woven into everything we do – and it's driving real progress in our business.

By placing sustainability at the heart of our strategy, and empowering teams to innovate and collaborate, we're building a foundation for real progress. We're shaping a more conscious way of doing business – one guided by responsibility, inclusion and stewardship.

Thank you to everyone contributing to this journey. Together, we're creating a future that's equitable, resilient, and full of possibility.

”

Matthew Whitton
Chief Operating Officer
Grey Matter

'Combestone Tor'
By Lauren Northcott
Subscription Operations Executive

Our approach to ESG

We're dedicated to advancing our sustainability initiatives by aligning with the 17 UN Sustainable Development Goals. We're conducting a thorough analysis of our current practices, measuring our environmental and social impact, and developing an action plan with SMART targets. Our objective is to ensure that our operations don't compromise the well-being of future generations.

SUSTAINABLE DEVELOPMENT GOALS



'Cockington Ponds'
By Lauren Northcott
Subscription Operations Executive

Partnering for success

In 2024, we began formalising an approach to deliver a sustainability impact assessment by engaging an external ESG advisory partner, Fifty Shades Greener, and initiating a company-wide review. This process incorporated both quantitative data (e.g. emissions, workforce metrics) and qualitative insights (e.g. stakeholder feedback, industry benchmarks).



Our ESG Leaders were put through a comprehensive certification, created and delivered by **Fifty Shades Greener**. This allowed them to support the next stage in the journey which was kicking off a materiality assessment.

- **Data Collection:** Environmental (Scope 1–2), social (labour practices), and governance (policy and compliance) data was collected across departments.

- **Stakeholder Input:** Analysis of employee surveys, NPS results from customers, and supplier self-assessment forms provided critical input.
- **Impact Evaluation:** Issues were evaluated for their relevance to business performance, stakeholder expectations, and regulatory compliance.
- **Prioritisation:** Material topics were ranked by likelihood, severity of impact, and potential to influence strategic direction.

Our aim is to ensure that we integrate environmental stewardship, social responsibility, and strong governance into our business model, to ensure we're building a more sustainable, inclusive, and successful future for all members of our network.

No business can change the world alone. We know that by joining the **world's largest action plan** we can help to make the biggest difference, and we aim to integrate their values into our everyday operations.

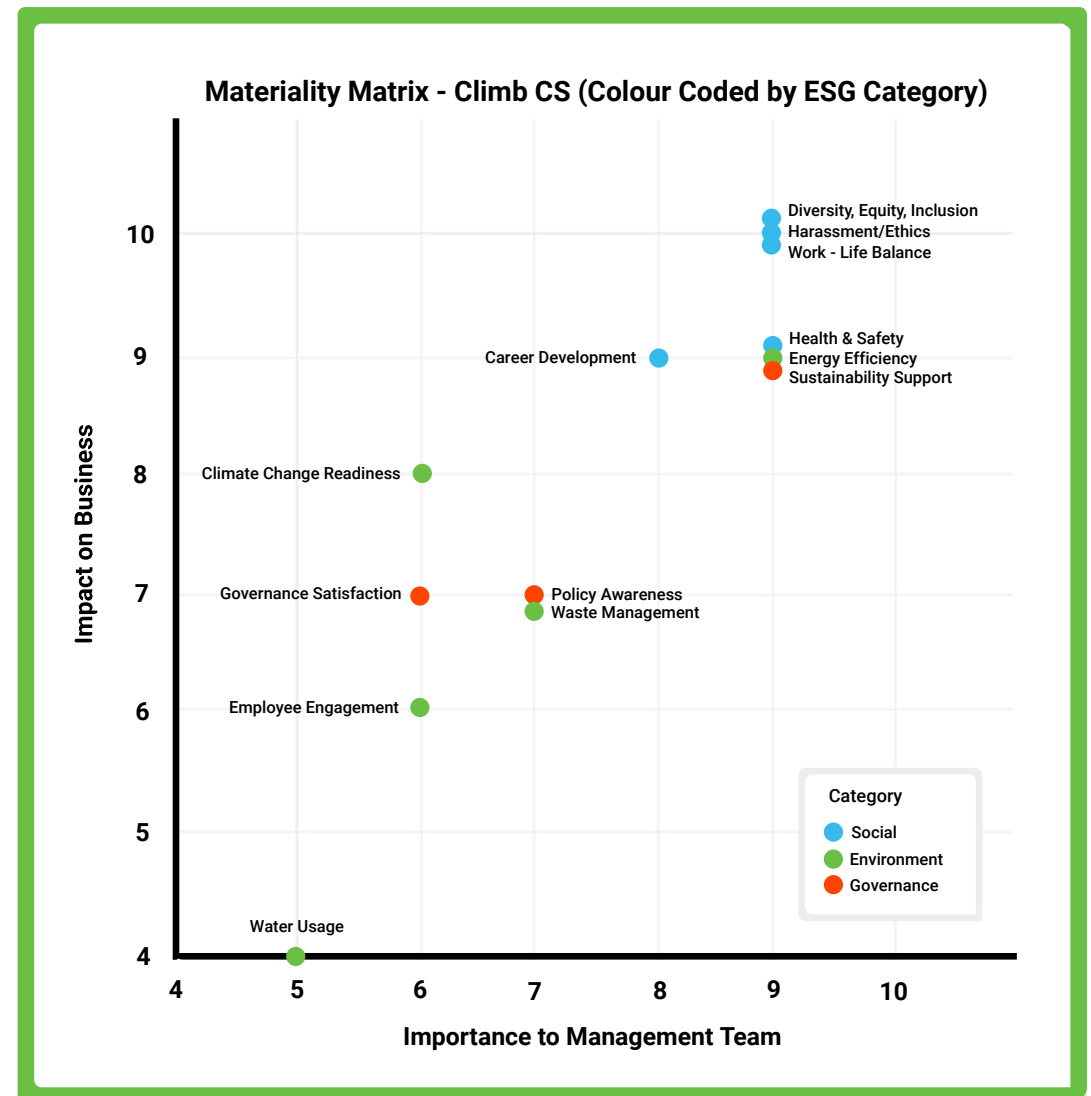


Materiality assessment matrix

We ran a detailed survey with employees and managers to understand which aspects of ESG matter most to them – and how they view the business's approach to these areas. Their responses were then mapped against a rating matrix.

This survey was sent to both our Grey Matter and Climb Channel Solutions EMEA divisions. When we run this survey again next year, we'll modify our methodology to ensure we can attribute the responses accurately to each business unit. And our next report will only include the response from Grey Matter people.

Energy efficiency, waste management, work-life balance and career development were all highlighted as being the highest priority for both employees and the business.



Environmental impact assessment

That's why, in 2024, we carried out a full assessment of our Scope 1 and Scope 2 greenhouse gas emissions, along with two key categories within Scope 3. Since Scope 3 accounts for the largest portion of our footprint, we're now focused on gathering data across all upstream categories for our next report. This will enable us to report comprehensively in our 2025/2026 ESG disclosures – and act where it matters most.

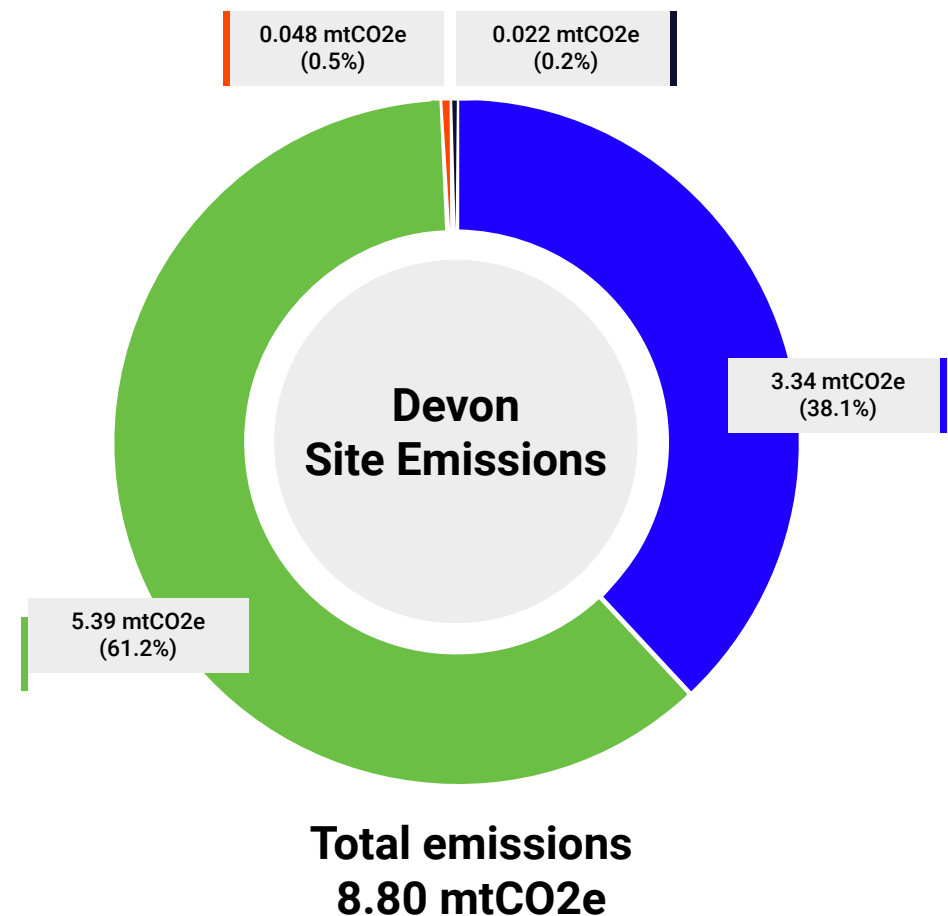
Scope 1 covers direct emissions from sources we own – like our three electric vehicles (part of our EV Salary Sacrifice scheme) and the natural gas used for heating.

Scope 2 includes indirect emissions from purchased energy, calculated using conversion factors from the UK's Department of Energy Security and Net Zero.

We already use 100% green electricity to power our UK HQ. And we're not stopping there. Over the next five years, we'll be investigating installing solar panels to generate at least 75% of our electricity needs by the end of 2030.

Scope 3 Category 3 - Upstream emissions from the production and transportation of all purchased fuels and energy, in which we have included emissions from water use at our UK HQ.

Scope 3 Category 5 - Waste generated in operations. We've started separating our office waste into dedicated bins – making it easier to track what types we're generating and in what volumes. This gives us the insight we need to run targeted education campaigns, whether that's tackling food waste or reducing plastic, depending on what we find.



Our impact on nature and its ecosystems

Protecting nature starts with understanding our impact

Our operations impact biodiversity – through the water and energy demands of data centres, and the mining of rare minerals for devices like laptops. These pressures contribute to habitat loss and ecosystem strain.

Switching to cloud computing helps reduce that impact. Shared, energy-efficient infrastructure is far less carbon-intensive than private systems. With smart tech choices and responsible sourcing, IT can be a powerful lever for lowering global emissions.

We've already moved our ERP system and other core applications to the cloud. And we're committed to tracking our cloud usage regularly – so we can include it in our 2025 ESG report and keep driving progress.

Local impact matters – and it's where we have the most control

We've created a green space on the terrace outside our Devon office, complete with bird boxes, feeders, and pollinator-friendly plants. We avoid using weed killer around the building and car park, allowing native wildflowers to thrive naturally.

Inside, we've switched to eco-friendly cleaning products – used by both our team and our contracted cleaning company – to help prevent harmful chemicals from entering local water systems. We've also stocked our toilets with plastic-free, organic cotton sanitary products.

When it comes to electrical waste, we follow circular economy principles. Recycling and refurbishing wherever possible and ensuring no toxic materials end up in the ecosystem. We know commuting has an environmental cost. It releases CO₂ and contributes to motorway runoff. That's why we've introduced a hybrid working policy across all offices, with employees working from home three days a week to help reduce our footprint.

- Nature-friendly spaces at our office
- Eco-friendly cleaning products
- Refurbish electrical equipment
- Reduced commuter emissions



Supporting nature starts with action

We're proud to be partnering with local charity **Moor Trees**, who've been restoring native woodland to Dartmoor for over 25 years.

Their mission? To plant 10 million trees by 2050 – creating rich, resilient habitats with 16 species of native broadleaf trees. Our contribution will help fund the materials needed to make that happen. And in March 2026, our team will be joining a tree planting day on Dartmoor, combining hands-on learning with a wellbeing boost through time in nature.

We're also rolling out a sustainability awareness course for all staff, helping everyone understand how their everyday choices impact the environment – for better or worse.

And in July 2025, we challenged our team to **go plastic-free**. Joining a global movement that helps millions of people be part of the solution to plastic pollution. Plastic pollution harms biodiversity at every stage of its lifecycle – from how it's produced to the microplastics it breaks down into. To support this outside of workplace and homes, we'll be taking part in local beach and park cleans to remove harmful materials from our surroundings.



Social labour practices

Fair, inclusive, and transparent by design

We're proud to exceed industry benchmarks on gender equality across our EMEA team. Women make up 48.5% of our workforce, compared to the tech sector average of just 26%, and accounted for 60% of new hires in 2024.

Pay parity is strong across most roles, with gender pay differences typically under 3% across all departments. And, is reflective of slight variations in responsibility role to role.

Female representation in our leadership and management teams is also strong at 48.6%.

We're also a living wage employer, meaning all employees aged 21 and over earn a minimum of £12.21 per hour, in line with the National Minimum Wage Act 1998.

We're working hard to ensure that there is no gender pay gap no matter how small. Every role is advertised with a salary range, and the best person for the job is hired (regardless of gender) and paid fairly for the experience they bring. We're committed to continually reviewing our current hiring and promoting processes, to identify any barriers to diversity. Ensuring that job descriptions meet inclusivity standards and ensure diverse interview panels.



Women make up **48.5%** of our workforce

Diversity & Equality

Building a more inclusive workplace, step by step

We're committed to improving diversity across our workforce, and while there's more to do, we've laid strong foundations.

Currently, 10% of our team identify as from ethnic minority backgrounds. This is a metric that we have only just started to report on, as of September 2025, via an optional survey.

Our age profile is well-balanced, with 20.4% under 30, 61.6% between 30 and 50, and 18% over 50 – bringing a healthy mix of experience and generational perspectives.

We've expanded access to opportunities through our apprenticeship programme, hiring five apprentices over the past two years. And since 2020, our shift to remote and hybrid working has helped us recruit from a broader talent pool – breaking down geographic barriers to inclusion.

Driving change beyond our own team

In June 2024, we hosted a Women in Tech Roundtable and **published a follow-up report** exploring the challenges women face in building careers in technology. One of the key themes was the impact of maternity leave and flexible working on women's ability to return to the workplace.

It's a critical issue. A 2023 report by charity **Pregnant Then Screwed** found that 52% of mothers experienced some form of discrimination during pregnancy, maternity leave, or upon returning to work. Many still feel there's a stigma around balancing a career with starting a family – and we're determined to help change that.



Supporting parents and flexible working

Retention matters, especially in tech. That's why we offer flexible working and part-time options for those returning from parental leave. Of the 12 employees who took parental leave, 11 returned—a retention rate of 91.67%.

Looking ahead

We've updated our People and Culture system to collect voluntary diversity, equality and inclusion data and we conduct regular anonymous annual surveys to gather employee feedback and track progress.

We'll also be working with the SLT to explore ways we can better support new parents with above and beyond MAT and PAT leave policies.

Training and Development

We're committed to helping our people grow. That starts with a strong foundation – every employee completes annual training on Human Rights, EDI, GDPR, and Modern Slavery, and has access to a learning management system for self-paced development. Leadership potential is nurtured through an internal management training course delivered by our training lead.

We hold annual employee awards to acknowledge the contributions of individuals and teams to our business's success, with categories including Outstanding Achiever, Team Player, Hero and People's Choice.

But we know there's room to improve. Career progression isn't yet supported by a consistent, structured framework. Training budgets are currently managed at the discretion of individual managers, which can lead to uneven access. And without a central system to track development plans, visibility and accountability are limited.

Our materiality assessment survey highlighted these gaps:

40% of employees and 26% of managers said they were unaware of available development opportunities.

This feedback reinforces the need for a more formalised and transparent career development framework – so everyone can access clear, equitable pathways for growth. This is something that we are committed to working with our SLT to put in place before the end of 2026.

"A job well done should always be recognised. I am success-oriented, and receiving feedback and recognition is important so that I know my good work is acknowledged. To me, promotion is the ultimate form of recognition for accomplishments. This award is a wonderful motivation to keep striving for even greater things."

Anca Tatulescu,
Outstanding Achievement Winner 2024



Employee Wellbeing

Our employee survey results show that work-life balance remains the top concern among employees.

We take this very seriously and strive to ensure that our policies and benefits reflect the needs of our people. Our benefits package is designed to support physical, mental, and financial health. Employees work 37.5 hours per week with protected lunch breaks, and enjoy perks including:



MediCash Health Plan, which includes access to GP appointments, money back on dental costs, and discounts on everyday vouchers



MetLife Assurance (with EAP and counselling services), including group income protection, life insurance



Eye Care Scheme



Free personal training sessions and subsidised yoga sessions



Cycle to Work and EV schemes

We also offer flexible and hybrid working, buy/sell holiday options, a pension plan, social events, and referral bonuses.

We maintain a strong health and safety record, with our office environment classified as low-risk. No incidents have been recorded in 2024, and the last was in 2023, due to a non-work-related medical issue.

We take a preventative approach, with regular Display Screen Equipment (DSE) assessments, three trained on-site first aiders, and annual health and safety training.

In 2024 we trained and appointed three Mental Health First Aiders to provide peer-to-peer support for employees. Mental health support is embedded into our culture, with dedicated resources and awareness initiatives forming a key part of our wellbeing strategy.



"Being a mental health first aider in a tech-led company means I get to support my colleagues in real, human ways. Taking the time to grab a coffee and listen, check in, and provide guidance when people are struggling really makes an impact. It's amazing how small moments of connection can build trust, boost morale, and make our workplace feel cared for, as well as normalising conversations about wellbeing and how it's okay not to be okay."

Serena June Horgan
Mental Health First Aider

Wider social impact

Clients

We're proud of the trust our clients place in us – and we work hard to earn it every day. In 2024, we achieved an average Net Promoter Score (NPS) of 7.6 out of 10, with customers highlighting our reliability, speed of service, and product variety as reasons they continue to work with us.



Although this is a high score, we know that there's always room to improve. And, we'll be putting focused efforts into ensuring that response times to technical issues and consistent communication are maintained.

"A great team to work with, professional, expert partners"

Black Marble

"Grey Matter is very professional and easy to deal with"

Dalbeattie Finance

"Professional and friendly team"

Envision IT

"Great service, range of products and available support"

PiXieS Day Nursey & PreSchool

Of course, cyber security is a key concern for many of our clients and as they buy, build and distribute software applications. Our commitment to safety and data protection remains strong:

- Zero health and safety incidents were reported across our products and services in 2024.
- We recorded no data breaches, and remain fully compliant with GDPR, EMEA, and Canadian CASL regulations.
- Every employee completes annual training on data security and privacy – reinforcing our promise to protect customer trust.

Suppliers and partners

We recognise that ethical sourcing starts with responsible partnerships. While our current supplier engagement is limited, we're taking action to change that.

A March 2025 survey aimed at assessing suppliers' ESG impact received a response rate of less than 1% - not enough to draw meaningful insights. So, we're shifting gears.

Our new action plan includes:

- Identifying our top 10 suppliers for in-depth audits on ESG and labour practices.
- Moving beyond surveys to direct engagement – through calls, meetings, and ongoing dialogue.
- Replacing non-compliant suppliers with more responsible alternatives.

By the end of 2026, we aim to have a transparent, comprehensive system for evaluating and documenting supplier ESG impact – ensuring our supply chain reflects our values.



Local Community

We're deeply connected to our local community – and we're proud to give back. In 2024, we donated £20,385 to 22 charities, supporting everything from local sports clubs and schools to global initiatives like a South African scholarship fund.

We also take part in community events like Macmillan Coffee Mornings and Save the Children campaigns. Volunteering has so far been informal and employee-led – think beach cleanups and facility painting at our local community-run swimming pool.

To build on this, we've introduced a new policy from October 2025:

- Every employee now has 8 hours a year to volunteer during work hours.
- A dedicated community committee will organise and promote volunteering opportunities.

We've also strengthened partnerships with local charities like the **Moors Trees** network.

These initiatives are designed to embed community support more formally – and sustainably – into our culture.

"Building an inclusive and supportive society starts with community engagement. By offering volunteering opportunities, we're giving our people the chance to make a real difference while enhancing their own wellbeing and sense of purpose." – Alanna Bestwick, ESG Leader



Governance

Corporate Governance Framework

We operate with a strong governance foundation built on formal policies, ethical standards, and board-level oversight. Our structure includes key charters such as:

- Audit Committee Charter
- Compensation Committee Charter
- Nominating & Corporate Governance Committee Charter

These frameworks ensure transparency, accountability, and effective decision-making.

Our culture is guided by a suite of ethical policies, including:

- Code of Ethics and Business Conduct
- Whistleblower Policy
- Anti-Corruption Policies
- Insider Trading Policy
- Clawback Policy
- Global Environmental Sustainability Policy

To strengthen this foundation, we're rolling out improvements:

- Enhancing anonymous ethics reporting systems
- Increasing awareness of whistleblower protections
- Expanding training in harassment prevention and EDI

We maintain financial transparency through regular updates from the CEO and Financial Controller, and annual submissions to Companies House – all independently audited. Every employee completes mandatory annual training on anti-corruption and bribery, embedding ethical responsibility across the business.



In closing

Since embarking on this ESG journey in earnest, we've made some important changes to improve not only our current stance but also how our employees engage with initiatives:

We're proud of the progress we've made so far:

- Provided ESG training to our teams and appointed ESG leaders.
- Calculated our Scope 1, 2 and a subset of our Scope 3 emissions.
- Achieved compliance with Microsoft's Emissions Disclosure cycle for 2025.
- Swapped all of our office cleaning products for environmentally friendly alternatives.
- Increased our engagement with community partners and launched eight volunteering hours per person per year, so employees can support causes close to their hearts during the working week.
- Launched new internal anonymous reporting and survey systems to monitor employee well-being and satisfaction.
- Implemented refresher training for all of our policies and added new ones.



'Onward'
By Andrew Green
Microsoft Maps Inside Sales Team Lead

Looking *forward* to 2026

We've put in place some ambitious goals for next year, these include:

- Finalise a formal benchmarking plan to accurately and effectively measure progress in key areas.
- Implement water flow restrictors on all of our water outlets to reduce our water use.
- Continue to replace any tired light fixtures with energy-efficient models.
- Continue to monitor our waste and implement education programs where needed.
- Explore the installation of solar panels and an air source heat pump at our HQ in Ashburton so that we can reduce the amount of energy we have to buy-in.

- Create educational resources to help reduce our office electricity consumption and plastic waste.
- Implement a global travel policy to limit the emissions we produce for business travel.
- Create a transparent, comprehensive system for evaluating and documenting supplier ESG impact – ensuring our supply chain reflects our values. We'll create a supplier partner pledge and work more closely with our suppliers and clients to drive change across the 17 UN Sustainable Development Goals.
- Formalised a transparent career development framework – so everyone can access clear, equitable pathways for growth.
- Review existing policies for flexible working, MAT and PAT leave to ensure they continue to meet the needs of our people.

While we've made great strides, this is just the beginning. Our commitment to responsible growth, environmental care, and positive social impact isn't a box we tick – it's how we do business.

Every step forward is powered by the passion of our people, the trust of our partners, and the strength of our community. Together, we'll keep pushing boundaries, embracing innovation, and holding ourselves accountable – because what we do today shapes a better tomorrow for people and planet. Thanks for being part of the journey.



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