

2024

# Annual Sustainability Report

Every action matters. Every bit of warming matters.  
Every year matters and every choice matters.



SANTA FE  
RELOCATION



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## Executive summary

### **Our plans, performance and progress, 2023/24.**

#### **Building a foundation to deliver change that matters.**

In 2021, sustainability became one of our core business pillars, building on a decade of UN Global Compact membership and a long-standing commitment to environmental management standard ISO14001.

Three years later, this report sets out our Environmental, Social and Governance strategy, targets and progress with full transparency. It enables everyone to hold us to account for our impacts as we deliver change at group level and in the 38 countries we operate.

Our global ESG committee has laid a foundation stone for sustainable development using new systems, wider reporting and employing expert partners. Our determination is data-driven—but far from an exercise in meeting minimum frameworks or carbon counting. In many countries, our Action Plan targets social sustainability as much as greenhouse gases.

Whilst our carbon intensity has decreased, overall emissions rose by 13% last year, mainly due to the significant increase in emissions we have reported year on year. We can already show that our new programmes are taking effect—yet we have much more to do. We continue to improve what we are reporting and how we report it and are still closing some gaps such as finance reports, supplier-allocated emissions and rolling out sustainability directives throughout our supply chain.

This year we have made substantial progress in developing and delivering actions from our foundational work. Through the commitment of our committee and teams around the world, we are focused on change—which is critical for business continuity and the survival of human life as we know it.

This report is proof positive of our progress—and recognition of the road ahead. Much of our 2023 work was foundational, enabling us to define a strategy and identify and prioritise actions: We are now putting a programme into place based on data and measurable outcomes, not as an expression of intent or wise and well-meant words.

Our purpose is to help people work, live and thrive in new locations around the world—in ways that are sustainable for our customers, clients, suppliers and the communities both they and we are a part of. We hope you'll follow our progress as we deliver on our promises—leading the Global Mobility sector as we enact change—because it matters.

\*IPCC (The Intergovernmental Panel on Climate Change is the United Nations body for assessing the science related to climate change).

# Overview of 2023

## Looking back, looking forward

2023 was a year of substantial progress—driving sustainability to the next level. We have a fully developed ten-year strategy to cut carbon across all our services while improving social sustainability throughout our company, our partners and the customers and communities we serve.

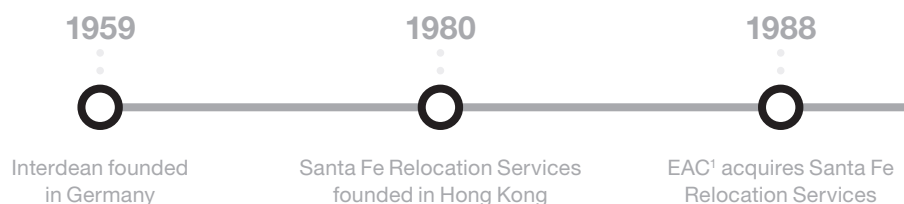
An empowered committee of 30 people representing 33 countries are now implementing a 24-month plan to develop and deliver sustainable actions in every location we operate from, building on reliable data, even where that may once have been difficult to record.

We have invested in partnerships including Watershed, a world-leading carbon accounting company, and Prosperah to support stakeholder engagement, helping us fully align with our UN Sustainable Development Goals. We received a Silver Award in our first-ever global submission to EcoVadis, putting us in the 87th percentile for our sector, while our CDP ranking rose from grade D to C.

This report looks back on a year of creating a firm foundation for sustainable development—putting strategy, data and action into place. Importantly, it sets out what we have done, what we are doing and what we plan to do, to meet and exceed targets in a race against time. And as you might expect from a leader in our field, we explain not simply the ‘what’, but the ‘why’ and the ‘when’ as we deliver on our commitments to make sustainable Global Mobility easy.



**Fig. 1. Our history**



1. The East Asiatic Company (EAC) founded in 1897.



## Ownership

The Mobilitas Group, specialists in global removal and relocation services, physical and digital records management, and heritage conservation, acquired Santa Fe Relocation in 2024. This strategic move represented a significant milestone for both organisations and set the stage for accelerated growth, innovation, and enhanced customer value.

The Mobilitas Group continues to expand its market reach and strengthen its global position. Santa Fe brought a wealth of expertise, a diverse customer base, and a portfolio of cutting-edge solutions. By joining the Mobilitas Group, Santa Fe has benefited from synergies that drive innovation, maximise operational efficiencies, and deliver unique value to customers.

Reflecting on the acquisition, Samuel Mergui, a Mobilitas Group Management Board member and the CEO of Santa Fe, commented, “We are very pleased to welcome Santa Fe Relocation to the Mobilitas Group. Our group has extensive experience operating multiple brands within various industries, and we are committed to ensuring that each brand grows independently in its own market segment. Within the Mobilitas group, Santa Fe’s stories will continue and flourish under the same principles of excellence and customer focus that have always guided us.”

### About the Mobilitas Group

Founded in 1974, the Mobilitas Group is a French, family-owned company with subsidiaries specialising in removal and relocation services, physical and digital records management, heritage conservation, digitisation, and sharing. With more than 4,500 employees in 100 countries, the Mobilitas Group—led by the third generation of the TAIEB and CASTRO families—is today one of the world leaders in international mobility (relocation of companies and individuals, support for executives on assignment) and continues its progress towards the podium of the largest players in physical and digital records management and heritage conservation.

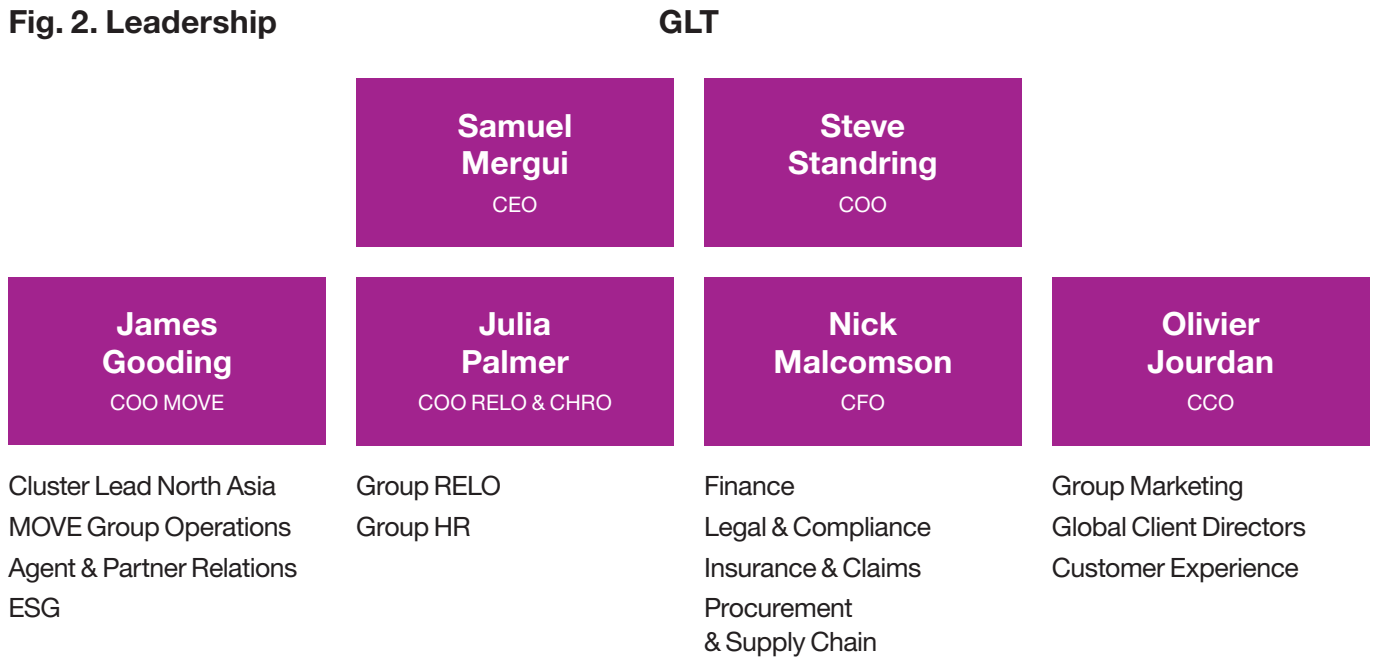


2. Lazarus Equity Partners founded in 2019. 3. Mobilitas Group founded in 1974.

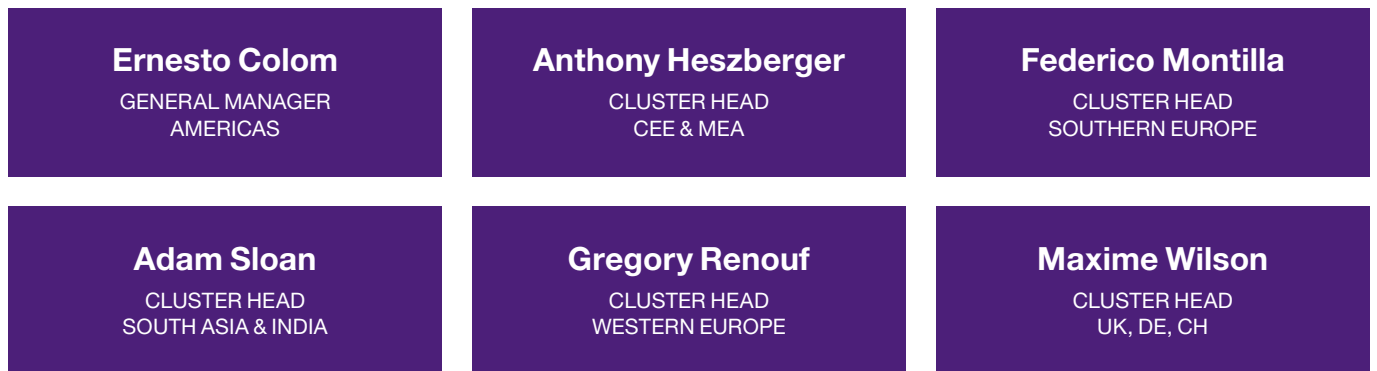


# Company structure

**Fig. 2. Leadership**



**GLT+**



**Extended Global Leadership Team**—Ensures alignment and speedy implementation.

**We actively contribute to a sustainable  
future by setting high standards and being  
responsible corporate citizens**



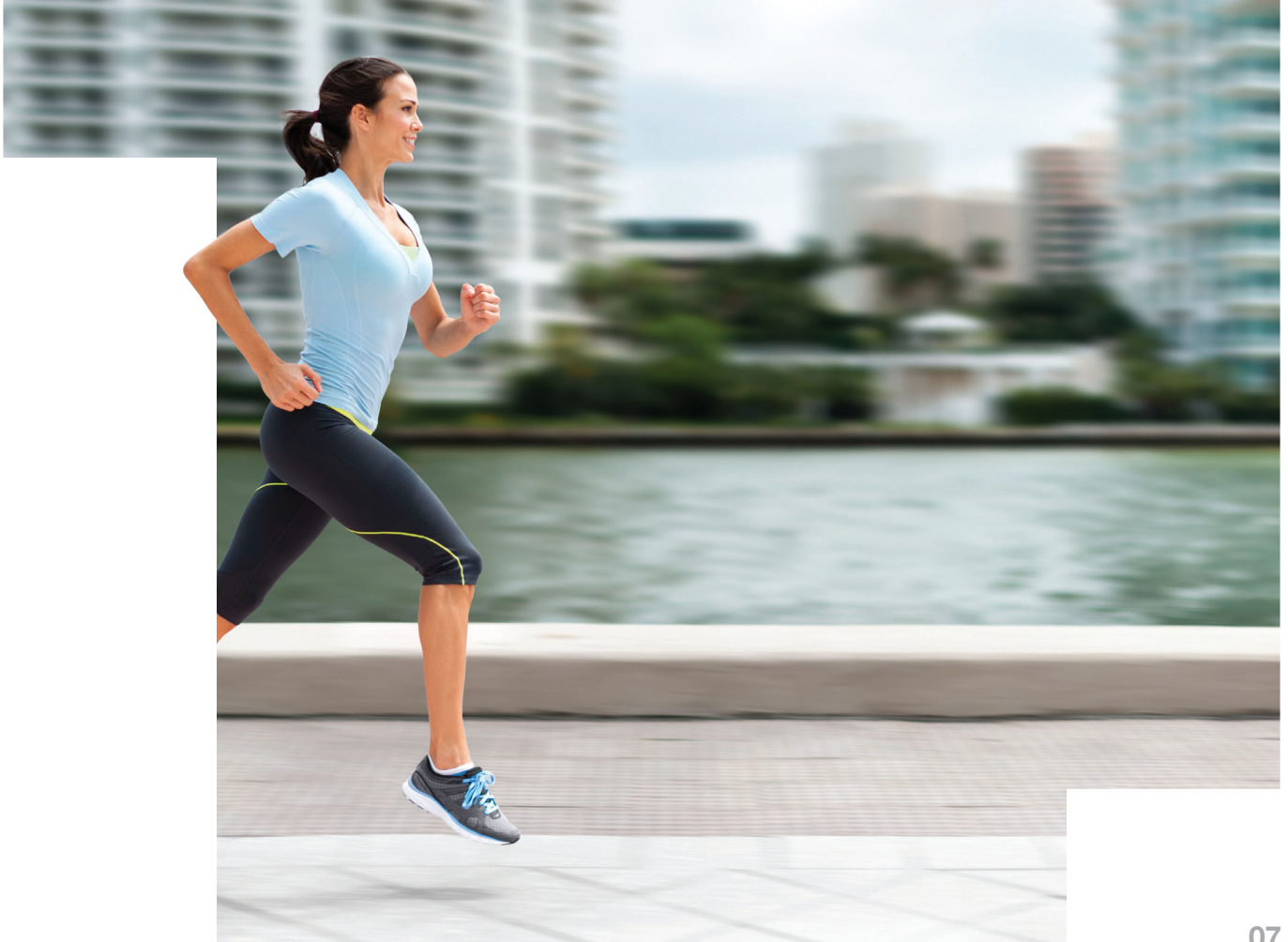
## ESG strategy

### **Our environmental, social and governance strategy (ESG)**

The impacts of climate change are undeniable, underscoring an urgent need for action from us all. As an international organisation, we have a global perspective on the challenges ahead—and a fully developed strategy, with clear commitments to constructing more sustainable pathways at pace. We share a collective ambition to implement change—aligned with our core values of integrity, drive, quality and people. Operating worldwide gives us a unique perspective on the impact of climate change, and we are committed to reducing our impact, benefiting our clients and supply-chain partners alike.

We are focused on five key areas for development, with ESG being a primary one. We are dedicated to improving and integrating standards and principles in our decision-making processes. We are setting meaningful environmental goals and enhancing existing frameworks related to anti-competitive and anti-corruption practices. We aim to lead through diversity, equity and inclusion—by action and example, benefiting our staff, clients and supply-chain partners.

In essence, we actively contribute to a sustainable future by setting high standards and being responsible corporate citizens. Through the UN Global Compact, we have established a strong foundation and continually strive to pioneer solutions that support a sustainable future for all.





## Strategic developments

### Partnerships

We have a decentralised approach to selecting, implementing and reporting on ESG initiatives worldwide. It means strategies are owned by and tailored to each local team—while aligned with our global goals and ambitions. Where we can, we are keen to accelerate progress using specific, proven external expertise. We have invested in several strategic partnerships.



### Strategic partnerships

#### Carbon accounting

Watershed independently assess, report and help us address our emissions.



#### Stakeholder engagement & training

Prosperah provides expert guidance and a tailored strategy for effective stakeholder engagement.



#### Affiliations



## Statements

### Child labour

In accordance with our commitment to ethical business practices and social responsibility, we are pleased to report that in 2023, there were no incidents of child labour, forced labour, or human trafficking. We comply with all applicable labour laws and regulations within our operations and supply chain.

### Incidents

We logged three significant security incidents in 2023. These were all related to system access loss, and none were related to data loss, breach, or other security incidents. There have been no reports related to whistleblower procedures or confirmed corruption incidents via NAVEX for 2023.

### Living wage

We are committed to paying a living wage to all our employees globally. We believe that every employee should be able to earn a salary that allows them to meet their basic needs and maintain a decent standard of living. We regularly review our wage levels to ensure that they are in line with governed collective agreements, which indicate minimum wage and the cost of living, including inflation in the areas where we operate, and we also assess wages based on individual performance and job responsibility.

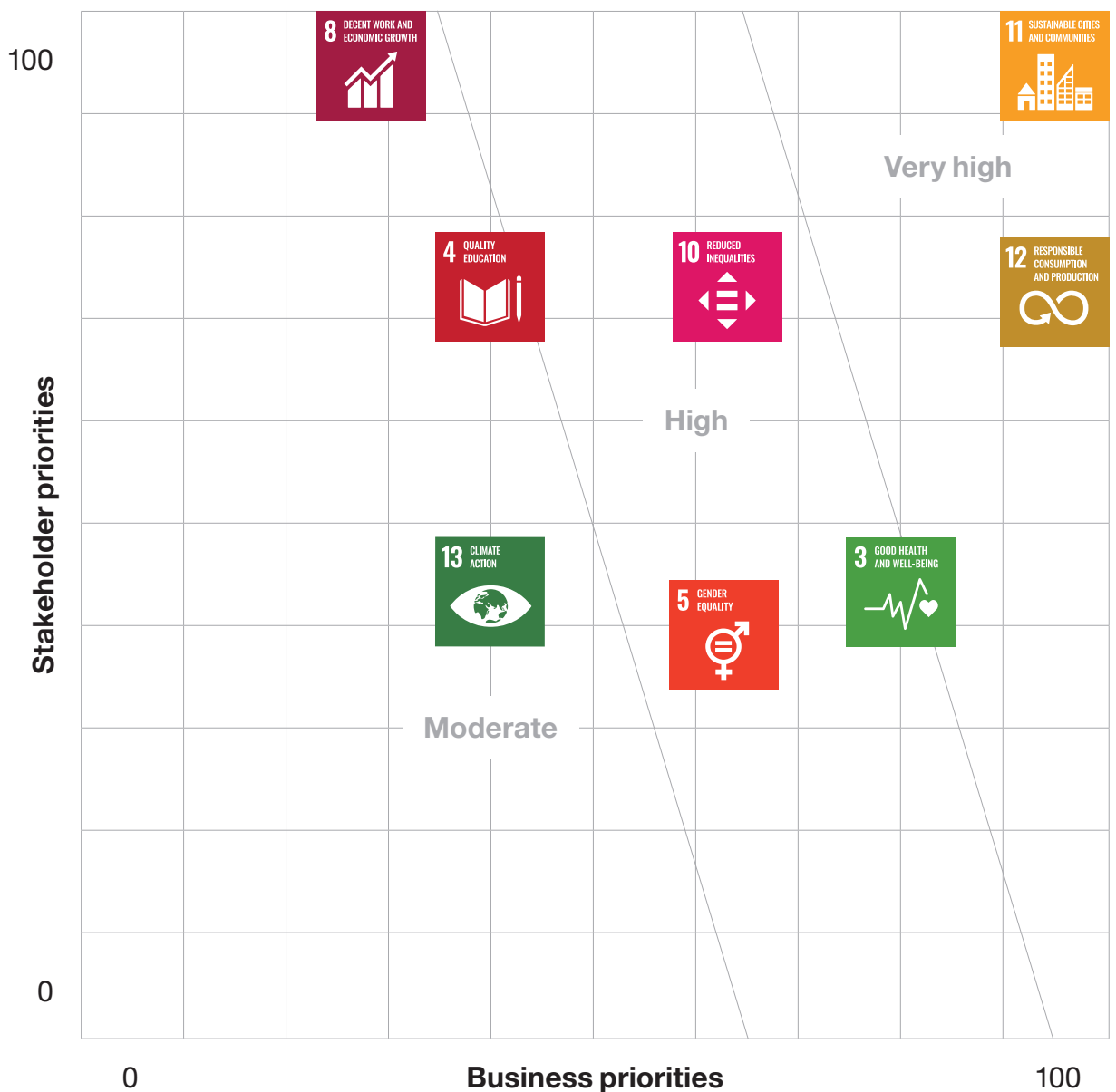
**Identifying our priorities**

We have prioritised our goals in partnership with our most important stakeholders. This has been instrumental in shaping our foundational strategy—ensuring integrity and credibility. We have adopted proven frameworks and models and collaborate with respected partners, who demand comprehensive data above wise words of intent.

**Aligning our priorities with UN Strategic Development Goals (SDGs)**

We employed Prosperah, an independent, expert resource to carry out a meticulous stakeholder engagement programme helping us set priorities. They gathered data and views from staff, clients, suppliers and industry associations. The survey results were aligned with our five UN SDGs of focus and mapped onto this matrix. It harmonises our stakeholders’ aspirations with business priorities to form a strategic intent, identifying core areas for improvement.

**Fig. 3. Stakeholder engagement**





## Key goals (continued)

### Responsible consumption and production

- Commit to Science Based Targets Initiative (SBTi) in 2024.
- Input the maximum feasible data into the Watershed portal for our next submission.
- Use the Watershed portal to delineate emission reduction targets.
- Register emission reduction initiatives within the portal.
- Finalise our initial commitment to the SBTi.

### Align carbon emission reduction with SBTi

- Implement a supply chain emission reduction programme by 2024.
- Aim for a Carbon Disclosure Project accreditation— Score B by 2025.
- Channel at least 20% of third-party services via sustainable suppliers by the end of 2026.
- Strive to decrease non-sustainable business travel by 30% by 2027.
- Set a goal to decrease air shipments by 30% by 2027.
- Phase out single-use plastics within our operations.
- Work towards waste minimisation in every operation.

### Transition to 100% reused and recycled packing materials by 2027

- Extend and broaden the reach of our ISO14001 efforts.
- Achieve zero waste to landfill in regions with the necessary infrastructure.
- Utilise the Watershed portal to set incremental targets for reducing waste emissions in 2024.
- Identify and replace primary packing materials with sustainable alternatives by 2025.
- Ensure every location adopts clear guidelines for reducing, reusing and recycling materials and waste.

### Transition to renewable energy across all feasible sites by 2027

- Develop a tri-phased transition strategy based on location-specific availability, focusing on onsite solar/wind power or sustainable energy sourcing.
- Establish a change timeline in collaboration with regional heads, property owners or representatives.
- In areas where onsite or green energy sourcing isn't feasible, consider Virtual Power Purchase Agreements or Energy Attribution Certificates.
- Concurrently, the Watershed portal will be used to drive stepwise reductions in energy emissions on a country-by-country basis throughout 2024.



### Address inequalities within our organisation and supply chain

- Undertake a global risk assessment focusing on high-risk services and locations in 2024.
- Conduct a comprehensive assessment of social inequalities across our operations in 2024.
- Request Ecovadis certifications from our principal suppliers by 2024.
- Revise our procurement policies to align with the UN Global Compact's ten principles by 2025.
- Implement regular in-region checks within our supply chain annually.
- Disseminate training on assessment findings to our supply chain, procurement teams and clients.
- Strive for uniformity in healthcare benefits across regions.
- Recognise and rectify disparities concerning LGBTQ+, minority and disabled staff recruitment and retention.
- Sustain a balanced gender representation in our workforce, aiming for a near-equal split (within a 5% deviation from 50/50).
- Support NGO and refugee workplace schemes.

### Address biodiversity and water concerns

- Conduct a comprehensive assessment of global biodiversity and water scarcity in 2025.
- By 2026, disseminate the findings and subsequent action plan to our clients, suppliers and internal teams, fostering collaborative action.
- By 2027, pinpoint and extend support to vital action groups operating in high-risk regions.



**These strategic goals are timed waypoints on a journey to reduce emissions, minimise waste and steer our organisation toward a truly sustainable future. They will advance social sustainability, transparently evaluating and reporting our progress and achievements against tough but clear targets.**



**Reporting and results**

As a result of widening our scope of reporting, emissions for 2022-23 showed an increase of 14.5%. These figures now include our destination services and temporary living activities, and more robust reporting of energy in, and waste out, at more locations than previously measured.

Using headcount as a more reliable lens to view our emission intensity suggests a decline from 27 tCO<sub>2</sub>e (tonnes of carbon dioxide equivalent) to 26—indicating our actions, including waste reduction and increased use of renewables are beginning to take effect. Year-on-year comparison will improve further as we now report almost all of our business lines and have approximately 95% of the required data collected and collated.

A concerted effort to collect activity-based data from our global operations means we can now report with greater clarity and integrity than ever before. We also gathered spend-based data from every location except the UAE, the US and some Baltic operations—due to resource constraints. Spend data in all locations includes CAPEX, OPEX, cost of revenue and total revenue. Electricity and gas usage were recorded by readings (sq ft/sq m) at all but three of our operations, Spain, the US & UAE, while waste was measured as a mix of actual and estimated data.

**Reductions against strategy**

Working with our carbon accounting partner, Watershed, we have started to chart carbon reduction strategies to meet SBTi targets, supporting our approach to absolute year-on-year emission reductions. Initiatives include reducing air shipments by a target of 30% and switching as many locations as possible to renewable energy, with a target of 100% by 2027. We have also started collating emission data from our suppliers as an additional layer of measurement which we hope to report on from next year.

**Fig. 4. Scopes**



<b>Scope 1</b> ■	Direct release of greenhouse gases from sources you own or control (e.g., company-owned vehicles or furnaces).	760 t CO <sub>2</sub> e	2.1%
<b>Scope 2</b> ■	Emissions from the generation of electricity, steam, heat, or cooling that you purchase from companies (like your power utility).	906 CO <sub>2</sub> e	2.5%
<b>Scope 3</b> ■	Upstream emissions of products and services you purchase, and downstream emissions when customers use/dispose of your products.	35,291 CO <sub>2</sub> e	95.5%

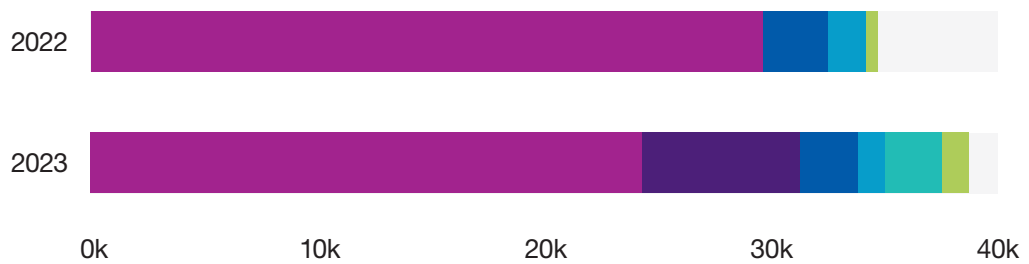
The GHG Protocol splits emissions into scopes based on the party directly emitting. During Jan-Dec 2023, 95.5% of Santa Fe's footprint came from Scope 3 emissions.

**Fig. 5. Emissions by category**



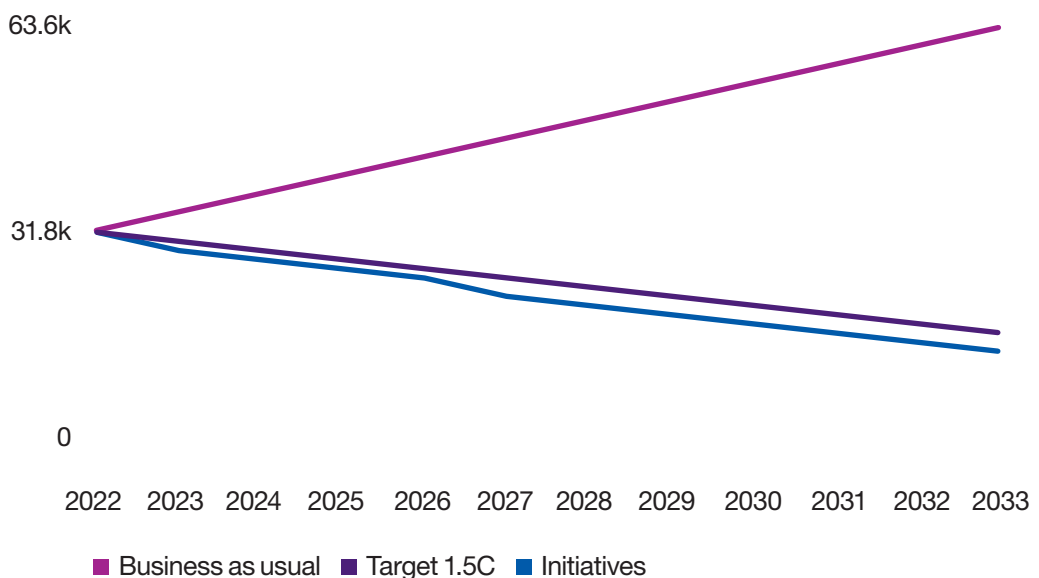
Logistics was the biggest driver of our emissions, followed by goods & services and travel during Jan-Dec 2023.

**Fig. 6. Emissions by year (tCO2e)**



Net corporate emissions for Jan-Dec 2023 were 36,957 metric tons of CO2e, up 14.5% from the previous twelve-month period.

**Fig. 7. Reduce Scope 3 emissions by 64% (SBTi aligned)**



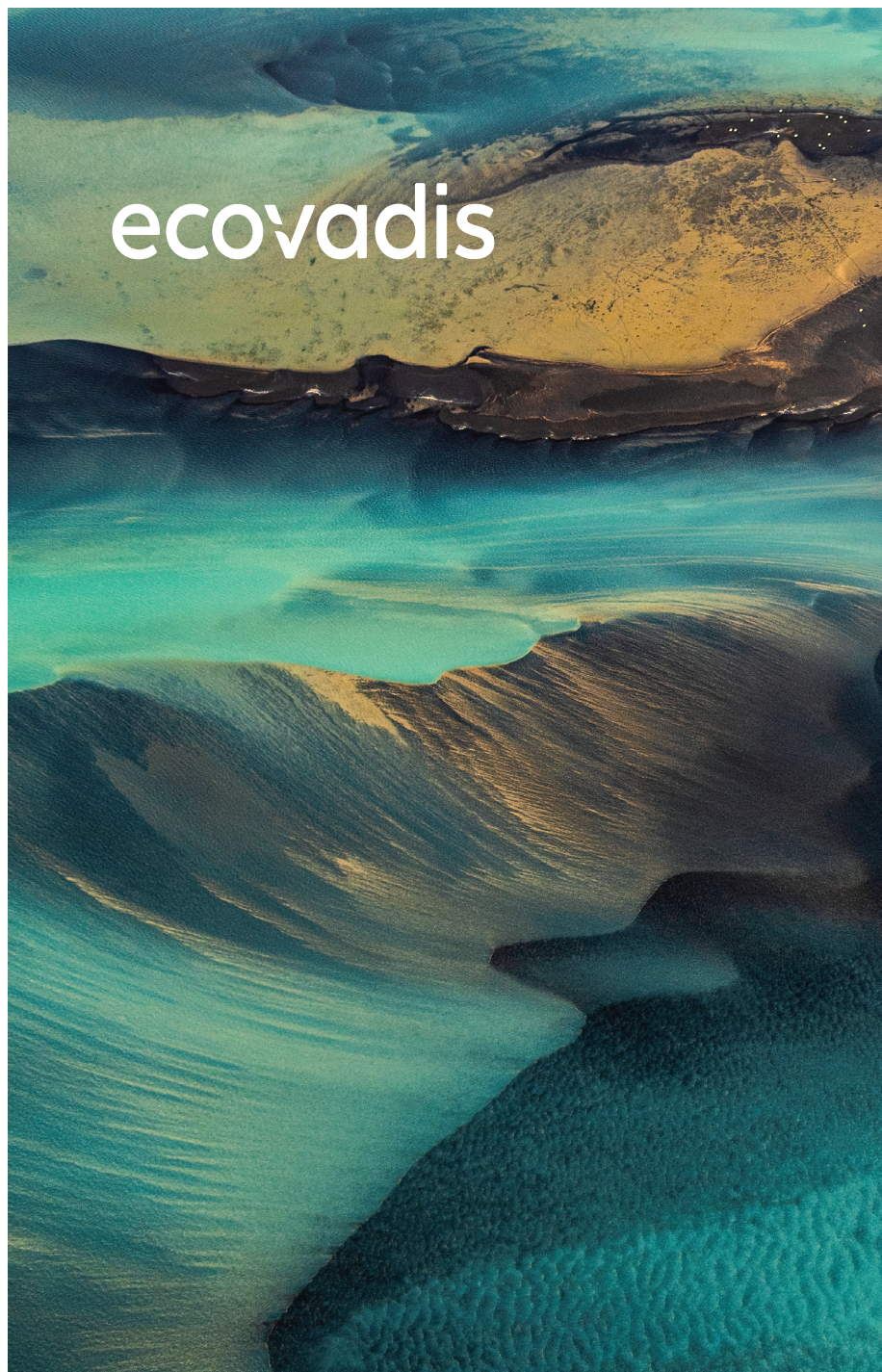


**Recognised sustainability frameworks**

We are committed to world-leading sustainability frameworks—including CDP (formerly the Carbon Disclosure Project), EcoVadis, the United Nations Global Compact and the Science Based Targets Initiative.

In our first-ever global submission to EcoVadis (2023), we were awarded a silver medal—we are targeting gold in 2024. Our organisation is in the 87th percentile for submissions in our industry sector. Our operations in France which are close to 20% of total revenue for the group, achieved a gold medal last year—just a few points short of their platinum target, highlighting a significant achievement for the French team and overall impact on sustainability in Santa Fe Relocation.

**Fig. 8. EcoVadis Scorecard 2023**  
87th Percentile





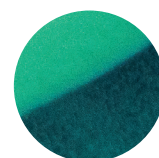


CDP is a framework requested by many clients. We demonstrated an improvement from 2022 to 2023 by implementing actions and initiatives against a clearly defined strategy.

We are also accredited by ISO 9001, 14001, 27001 and 45001. 24 of our offices and warehouses are ISO 14001 accredited, highlighting our commitment to Environmental Management across our sites globally. We have even more aiming for this accreditation over the next two years.



### ISO accreditations



## Changes and actions

### Supporting our people

We have made several improvements to our policies, processes and procedures to enhance employee well-being and workplace safety. These include:

#### Health checks

At country level, we now have comprehensive policies, stating that either regular health checks or equivalent health policies are in place. Together these initiatives support the ongoing fitness of our teams, fostering a healthy and productive work environment. These actions prioritise health and safety and occupational well-being across our global locations.

#### Compensation and hours worked

We have added a statement to our Global Handbook: “At Santa Fe, we value the dedication and commitment of our employees to their roles and responsibilities, and respect employee work-life balance. Our expectation is that all employees adhere to their contracted working hours as outlined in their employment agreement or contract. We understand that there may be occasions where extra or atypical working hours are necessary to fulfil certain tasks or projects or cover busy seasons. We follow all local legislation in regard to overtime, so please refer to your local HR representative to understand your rights”.

#### Promoting career mobility

Following a policy review, our Global Handbook also now contains a statement and methodology around defined career paths for all. It provides accessible resources for employees to review and strategically plan their career advancement, beyond our established internal job vacancy board. The new system will be more comprehensive and structured, enabling one-to-one sessions between employees and their supervisors to support professional and personal growth. Tailored guidance fosters a more engaging and fulfilling work environment, empowering our people to be their best— with clearer pathways for progression.





## **Minority groups**

Affinity and other support systems for minorities and vulnerable groups will be set up locally using the ESG committee and action plan throughout 2024 and 2025.

## **Suppliers**

We are now tracking the ESG initiatives of our suppliers and partners, specifically around diversity, inclusion and sustainability. We have updated our compulsory due diligence questionnaire to request data on our partners' performance across many areas, especially climate action, emissions, diversity and inclusion.

## **Pay review**

Despite a challenging financial year in 2023, we remained committed to our ten normalcy principles and proceeded with the planned, global salary review. Our key aims were to ensure affordability and to manage anomalies between countries and regions.

## **Employee benefits**

Since the creation of our Thrive@work committee in 2021, many initiatives have been put in place to enhance employee benefits. These include salary reviews, gift vouchers and incentives, CSAT bonuses and flexible working patterns. Our wider review also looked at family leave, additional holidays, insurance, office facilities and a policy on pets in the workplace.

## **Sustainability training**

We added ESG Foundation training to our Cornerstone platform—which explains terminology and our approach, giving a greater understanding of topics such as climate change, how that impacts our teams, and why it matters.

## **Diversity guides**

At the end of 2022, we created detailed guides to our most popular global destinations to help our clients and relocating families. Topics covered include accessibility, LGBTQ+, gender equality, women in leadership, mental health, unconscious bias, diversity, safety and a calendar of festival dates and events. They help ensure smooth and respectful moves through better preparation and information for all.

## **Diversity training**

We also provided global training to optimise the experiences of our LGBTQ+ clients, ensuring our staff understand the extra layers of decision-making and concerns many international workers face when relocating to different countries and cultures. This highlights the difference between 'treating everyone the same' and using empathy and inclusive language from the initial call—to a customised relocation experience.

## **Practical and effective**

Together our actions are part of a collaborative approach that drives sustainable development without becoming impractical or overwhelming for our staff or suppliers.

## Initiatives

### CocoPallet

In 2024 we are celebrating a new partnership with CocoPallet International B.V., a company dedicated to sustainability by creating pallets from discarded coconut husks. This innovative approach helps reduce deforestation by replacing wooden pallets and offers a sustainable afterlife as a soil improver.

Key benefits of CocoPallets for our clients and customers: (1) Sustainable: Made from 100% coconut husks, reducing waste and emissions. (2) Affordable and circular: Competitively priced and biodegradable, converting into soil improver after use. (3) Strong and durable: Capable of supporting 1,500kg static load. (4) Environmentally friendly: No toxic resins, free from synthetic additives and ISPM 15 exempt.

72 billion coconut husks are discarded and often burnt each year, releasing more CO2 into the atmosphere. CocoPallet saves these discarded husks and in turn reduces the wood required to build pallets for shipping, reducing deforestation.



## International projects

### Actions that add up

Individual initiatives add up. Our teams are putting in place sustainable actions, committed to making a difference locally, nationally and internationally.

In Ireland The Men's Shed promotes environmental conservation through recycling and skills development, turning reclaimed materials into functional and beautiful products. Our Ireland operation has donated over five tonnes of timber and materials which would have otherwise been classed as waste. We've also been repurposing offcuts used in export crating to create bird nesting boxes, which our clients and communities love—and so do the birds. At our Dublin base, on the edge of the Industrial Estate, the team has embraced biodiversity by cultivating a mini meadow of wild grasses and flowers to support pollination, providing a habitat that helps insects and birds thrive.

In Singapore, our team is committed to planting trees, contributing to a greener, more sustainable future as part of the British Chamber's One Million Trees Movement.

Our people in the Philippines have embraced Project SIBOL (Sustainable Interventions for Biodiversity, Ocean, and Landscapes), supporting efforts to conserve the country's rich biodiversity while improving the livelihoods of Filipinos whose incomes depend upon natural resources. Project SIBOL is an exciting initiative promoting healthy eating habits and sustainable living practices. The project involves designing and implementing a vegetable garden on the company premises, where employees can actively participate in growing fresh produce. The garden will feature raised beds, trellises, and other structures to support plant growth. It will be maintained using organic and sustainable methods. The project also involves educational sessions, where Santa Fe employees can learn about gardening techniques, food preservation and cooking with fresh produce. The project aims to foster a sense of community and encourage healthy lifestyle choices among Santa Fe employees while reducing our carbon footprint by promoting local and sustainable food production. By growing fresh produce on-site, the company can reduce its carbon footprint by sourcing food locally and reducing transportation emissions.

Our ESG Manager, Dominic Offer, says, "Bringing nature into the workplace is a great achievement. The team's initiative to introduce SIBOL to Santa Fe is truly inspirational. It sets a superb example of how sustainability can be brought to life by a few simple actions."

The project also provides employees with opportunities to learn about gardening techniques, nutrition and cooking with fresh produce. Overall, the desired outcome is to create a thriving and sustainable vegetable garden that contributes to a healthier workplace and a more sustainable future using recycled materials that can all be found within the company premises. This campaign aligns with our broader sustainability initiatives, allowing us to take a tangible step towards building a more sustainable future.

Santa Fe Philippines used materials found in the warehouse, including old plastic crates, mineral water containers, used vehicle tyres, scrap wood from crates and steel from bins that can no longer be used. They converted all this waste material into pots and terrains.

Our operations in the Americas went plastic-free in 2023, helped by the provision of filtered water and reusable bottles—and a total commitment to sustainable office supplies.

The cumulative effect of awareness and actions across all our offices and warehouses adds up to a substantial change in behaviour, accelerating our progress towards sustainability.

## Supply chain

### Supplier due diligence

We have contacted all of our current and historic suppliers and partners globally, asking them to complete a detailed questionnaire around their attitudes to and actions on sustainability. We aim to create the most sustainable service offers possible—piloting new ideas and actions with a select group of clients and suppliers which will be rolled out internationally.



**Focussed on change**

The UN SDGs comprise 17 objectives introduced through The Paris Agreement of 2015. These goals are designed to assist nations and organisations in preventing global temperatures from rising more than 1.5°C above pre-industrial levels. We are integrating these goals and United Nations Global Compact directives across our international operations, focusing on the five SDGs which underpin our strategic direction for sustainability.

We’ve designed categories to streamline the identification of change areas. We map each objective to its influence on our overarching targets and highlight how each goal aligns with our chosen UN SDGs. To ensure regional alignment with our objectives, we recommend that locations plan their potential actions for upcoming years, encouraging steady progress and reducing the urgency to achieve all goals immediately.

**Our five SDGs of focus**

Good health and well-being—ensure healthy lives and promote well-being for all. Gender equality—achieve gender equality and empower all women and girls. Sustainable cities and communities—make cities and human settlements inclusive, safe, resilient and sustainable. Responsible consumption and production—ensure sustainable consumption and production patterns. Reduced inequalities—reduce inequality within and among countries.



**UN SDGs objectives**



# ESG committee

## Globally empowered

With the support of our global leadership team, we have created an empowered committee of some 30 people representative of our global footprint. Together they identify local initiatives and opportunities for improvement, report on risk, and create regional documentation. Adding continuous incremental improvements and integrating sustainability into every office and warehouse around the world will help us achieve global organisational change. Our actions matter to our people and the communities around them. Our strategic goals will be met by presenting initiatives and actions in ways that are supportive and accessible around the world—in the knowledge that the cumulative effect of small efforts amount to something globally significant.

Individual business elements are set specific goals. Achieving these cumulatively means the five UN Sustainable Development Goals that underpin our ESG strategy will be met. The committee feeds into our Action List and tracks and reports progress. Each location analysed measures in place for 2023, and documented actions and goals—ranked by impact—to be implemented in 2024 and 2025. Evidence of each successful initiative is then shared globally for adoption and best practice. This is a living application, updated as measures are put in place, or our ESG goals develop.

**Fig. 9. How our strategy, data and action work together**

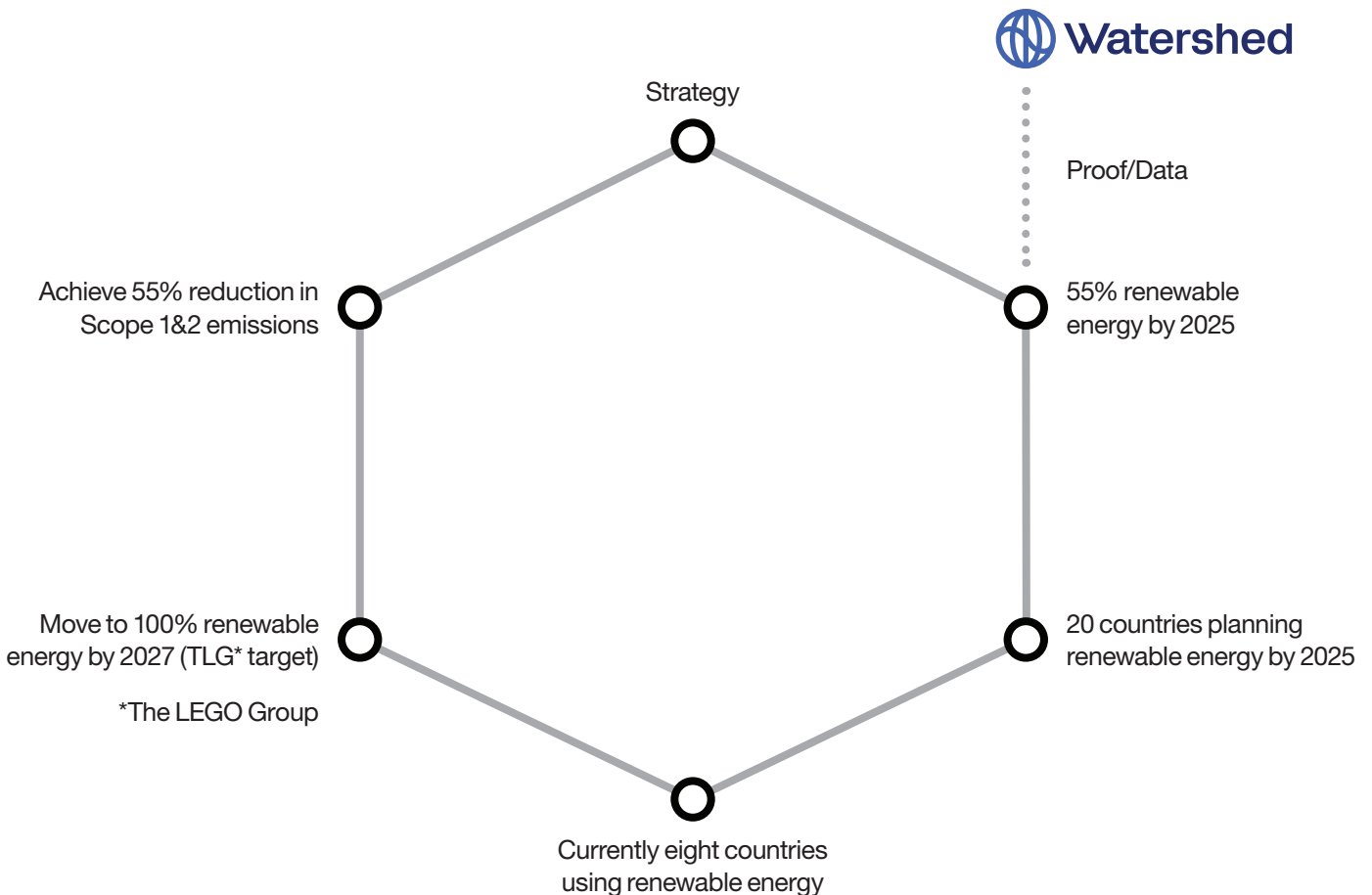
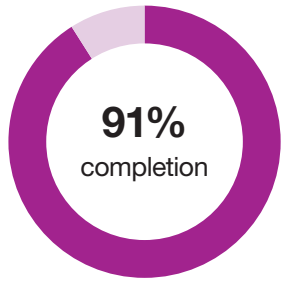


Fig. 10.

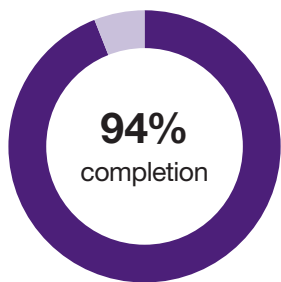
**Compliance**



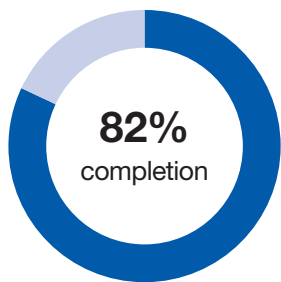
**Compliance courses**

- Workplace Bullying Prevention Compliance Series
- General Data Protection Regulation Compliance Series
- Harassment Awareness Compliance Series
- Anti-Money Laundering Awareness Compliance Series
- Data Protection and Privacy Compliance Series
- Equality & Diversity Compliance Series 2024
- Anti-Bribery and Corruption Compliance Series
- Modern Slavery Compliance Series
- Code of Business Conduct—Compliance Series 2022/2023
- Security and Privacy Controls Compliance Series
- Fraud Awareness Compliance Series

**Health & safety**



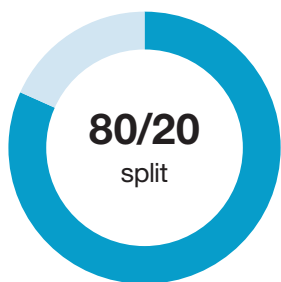
**Sustainability**



Note: Data accurate as of June 2024.

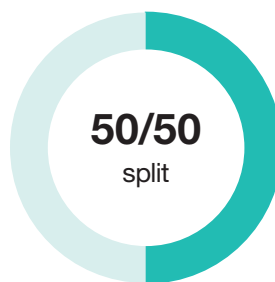
■ Phase 1: ESG Foundation

**Employment diversity**



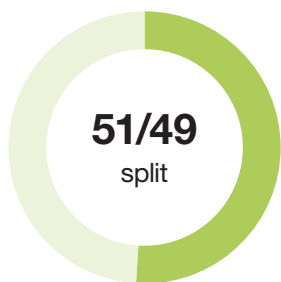
- 996 White Collar
- 245 Blue Collar

**Gender diversity**



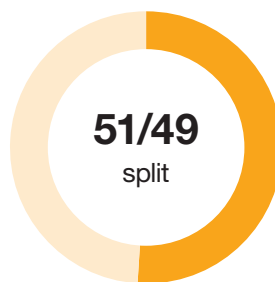
- 626 Male
- 615 Female

**Gender parity—Management**



- 51% Male
- 49% Female

**Gender parity—Non-management**



- 51% Male
- 49% Female




# Process

## An integrated, international strategy for change

Driving significant change from group level down to individual offices and warehouses has meant embracing sustainability on every possible front. We produce and respond to data and frameworks in as many countries as possible, where it means the most to our teams. This joined-up approach has led to the creation of seven long-term goals to build sustainable development across the organisation. Together, they enable us to change internally and report externally in an integrated way.

**Long-term goals**

- Commit to SBTi by 2024.
- Align with Science Based Target Initiatives to reduce carbon emissions:
  - Achieve a 55% reduction in Scope 1 & 2 emissions by 2033 — [See SBTi](#)
  - Attain a 62% decrease in Scope 3 emissions by 2033 — [See SBTi](#)
- Transition to 100% recycled and reused packing material by 2027.
- Ensure all feasible sites utilise renewable energy by 2027.
- Recognise areas of inequality within our company and supply chain by 2025.
  - Prioritise and address these areas of inequality by 2026.
  - Demonstrate marked reductions in targeted inequality areas by 2030.
- Guarantee pathways to success for our employees and within our partnerships.
- Identify biodiversity and water impacts across all our locations by 2025.
  - Formulate a comprehensive action plan by 2025, targeting priority areas for Santa Fe, our supplier partners and our clients.
  - Manifest significant reductions in these identified priority areas by 2030.




### Strategy


**Emissions reporting**

**Scopes**

The GHG Protocol splits emissions into scopes based on the party directly emitting. During Jan-Dec 2022, 93.7% of our footprint came from Scope 3 emissions.




Scope 1	Scope 2	Scope 3
■ 326 tCO <sub>2</sub> e	■ 1,718 tCO <sub>2</sub> e	■ 30,232 tCO <sub>2</sub> e
Direct release of GHG from sources we own or control, e.g. company-owned vehicles or furnaces.	Emissions from the generation of electricity, steam, heat or cooling that we purchase from companies, e.g. power utility.	Upstream emissions from purchased products and services and downstream emissions from customer product use/disposal.



### Data

**ESG action list**

Country	Office address	2023 Score	2024 Score	2024 Score
Austria	Vienna Concorde Business Park	Completed	Completed	Not started
	Vienna Warehouse	Completed	Completed	Not started
	<b>Total score</b>	<b>910/2020</b>	<b>1204/2020</b>	<b>1048/2020</b>
Belgium	Brussels	Completed	Completed	Not started
	<b>Total score</b>	<b>840/2020</b>	<b>970/2020</b>	<b>986/2020</b>
Brazil	Brazil	Completed	Completed	Not started
	<b>Total score</b>	<b>0/2020</b>	<b>0/2020</b>	<b>0/2020</b>
Bulgaria	Sofia	Completed	Completed	Not started
	<b>Total score</b>	<b>655/2020</b>	<b>873/2020</b>	<b>745/2020</b>
China	Beijing Yuanying Road	Completed	Completed	Not started
	Shanghai Yangpu Road	Completed	Completed	Not started



### Action

## Internal engagement

### Weekly Green Tips

In 2023, we shared a comprehensive set of ideas, initiatives and information with our global teams called Weekly Green Tips. It's packed with practical challenges around plastics, energy, water, waste and travel.

It's enabled hundreds of behaviour changes by explaining what we can all do, plus the science behind why we should. It's been highly effective in the work environment, and something staff adopt in their home lives, too.

Topics include reducing plastics and chemicals, rethinking bottled water, car use and commuting, unsustainable food and food waste, cleaning materials, renewable energy, fast fashion, wildlife and biodiversity—plus sustainable tips on staying warm and staying cool. It also suggests engaging ways for our teams to celebrate seasonal holidays and Earth Day.



## Planned actions
































### An action list for change

We have created and implemented an action list in response to the five UN SDGs we are committed to—from country level, down to individual locations. Using Microsoft Power Apps, our system enables evidence collection, collaboration, reporting and data visualisation. Our goals sit under several initiatives, namely: Push the agenda, social, waste, energy, water, environment, commutes, responsible purchasing, community, move, reporting and supply chain.

In 2023, we collated a global list of sustainable actions already in place within each country. Most operations had several in place but gathering baseline data and ranking each is a market-first initiative, showing progress and potential. Our international offices and warehouses are now ranked as in Group A, B, C or D, each focussed on climbing that ‘league table’ during 2024.

This year’s action list takes into consideration individual warehouses and offices at the same location, putting local staff and management firmly in control. Actions for 2024/25 are rated and scored on a reducing points system depending on whether they are: In place 2024; Planned for 2024; In place 2025; Planned for 2025 or unable to plan.

**Fig. 11. Action list league table 2024\***

Group A	Points	Group B	Points	Group C	Points	Group D	Points
 France	1165	 Belgium	840	 Indonesia	695	 Italy	475
 Philippines	1170	 Poland	830	 Singapore	655	 South Africa	470
 Hungary	1135	 UK	820	 Spain	685	 Netherlands	470
 China	1025	 Switzerland	785	 Bulgaria	655	 Portugal	410
 Austria	910	 Taiwan	770	 Malaysia	645	 Japan	380
		 UAE	720	 Slovakia	630	 Korea	290
		 Germany	710	 US	570	 Russia	115
		 Thailand	700	 India	540		
				 Vietnam	530		
				 Romania	520		
				 Czech	510		

\*Data accurate as of June 2024.



Individual actions are documented using a comprehensive evidence booklet, enabling clear and consistent auditing. Every implementation is recorded against a specific goal, then consolidated and shared internationally to spark ideas and promote best practice. Using a ‘league table’ system creates healthy competition between individual locations, countries and regions—where everyone wants to do, and be seen to be doing, their best. It’s also a formal performance measure alongside other key business metrics and benchmarks.

Our committee members work with cluster leads to develop a rolling plan for the year ahead and future focal points. They are targeted to generate excitement and promote progress in every location.

**Fig. 12. ESG action list evolution**

Section	Goals	2023 points	2023 status	2023 score	2024 status	2024 score	Evidence	Add comments
<b>Push agenda</b>	Implement an impactful, measurable and new idea that can be used globally.	75	In place	75	In place	75	<input type="checkbox"/>	
	Top 3 in group.	50	In place	50	In place	50	<input type="checkbox"/>	
	Top 3-5 globally.	70	In place	70	In place	70	<input type="checkbox"/>	
	Work with partners to impact one or more core focus UN Sustainability Development Goals.	50	In place	50	In place	50	<input type="checkbox"/>	
<b>Total</b>		<b>245</b>				<b>245</b>		
<b>Social</b>	100% fair pay for employees.	50	In place	50	In place	50	<input type="checkbox"/>	
	Reviewed and have measures to cover any imbalances in gender, LGBTQ+, minority or disabled within work force.	50	In place	50	In place	50	<input type="checkbox"/>	
	Positive gender balanced pay (within 6% of 50/50 ratio).	50	In place	50	In place	50	<input type="checkbox"/>	
	Log at least 70% of your locations possible volunteering hours.	50	In place	50	In place	50	<input type="checkbox"/>	
	At least company minimum Healthcare in place.	50	In place	50	In place	50	<input type="checkbox"/>	
	One person in office trained in mental health awareness.	20	In place	20	In place	20	<input type="checkbox"/>	
	Set up support group for minorities/vulnerable groups.	20	In place	0	In place	0	<input type="checkbox"/>	
<b>Total</b>		<b>290</b>				<b>270</b>		



Social goals	Evidence needed
100% Fair pay for employees (50 points).	Email from Finance or HR confirming goal met.
Reviewed and have measures to overcome any imbalances in gender, LGBTQ+, minority or disabled within work force (50 points).	Compliance training completed by 100% of staff, along with in house hiring process.
Positive gender balanced pay (within 6% of 50/50 ratio) (50 points).	Finance report to confirm.
Log at least 70% of your locations possible volunteering hours (50 points).	Provide details on the shared excel list (found in teams) for the hours. Detailing date, hours charity or work .
At least company minimum Healthcare in place (50 points).	Provide policy on what is in place.
One person in office trained in mental health awareness (20 points).	Provide certificate.

Environmental goals	Evidence needed
High oxygen plants added to office (20 points).	Photos.
Vegetable and/or plants grown in office/warehouse (30 points).	Photos.
Add features that support nature – bee/insect hotel, wildflower grass areas (25 points).	Photos.
Printing approval process in place (10 points).	Document/photos.
Where printing is needed recycled/sustainable paper is used (15 points).	Invoice—two invoices needed as proof.
Regional charity computer equipment disposal (30 points).	Name of company, contract or emails showing partnership/pick up of equipment.

## Actions achieved

### Projects put in place

At the start of our journey, we had little knowledge of every local ESG project in place across our global organisation. By consolidating a meaningful, central action list, we have brought together individual initiatives to identify and grow upon work already done—and to set new goals.

**Fig. 13. Targets and actions overview**

Goals	2023 implementation		2024 implementation
<b>Sustainable energy in place (75 points)</b>	 Austria	 Philippines	 China
	 France	 Poland	 India
	 Netherlands	 UK	 Singapore
			 Thailand
<b>Positive gender balanced pay within 6% of 50/50 ratio (50 points)</b>	 Austria	 Philippines	 China
	 Bulgaria	 Poland	 Belgium
	 Czech Republic	 Portugal	 Vietnam
	 France	 Romania	
	 Germany	 Singapore	
	 Hungary	 Slovakia	
	 India	 Spain	
	 Indonesia	 Taiwan	
	 Italy	 UK	
	 Netherlands	 US	

This snapshot shows how collective change is possible and that individual and regional actions add up. Our offices in Jakarta have changed print processes to use sustainable materials and our Singapore operation has a timeline for renewable energy. In Tokyo and Seoul, our teams have put in place fair pay, minimum healthcare standards and ensured a positive gender balance of remuneration. Our US team in Houston has set up a support group for minority and vulnerable groups, which the ESG committee has adopted as a new goal across our international organisation. As with our wider approach actions speak louder than words, where we can be measured against positive change instead of intent.



## Actions strategy

### Our achievements in action

Our journey towards a more sustainable future is mapped by strategic goals. We aim to:

- Recognise areas of inequality within our company and supply chain by 2025
- Guarantee pathways to success for our employees and within our partnerships
- Identify biodiversity and water impacts across all our locations by 2025
- Transition to 100% recycled and reused packing material by the end of 2027
- Ensure all feasible sites utilise renewable energy by 2027

### Recognising inequality in our company and supply chain by 2025

Assessing and managing ESG risks and opportunities helps us to be more resilient, compliant and profitable. Almost a quarter of the business has already listed threats and possibilities to develop processes, particularly in high-risk services and locations. This enables more informed decision-making on investment, supply chain and business strategy—and ensures stakeholder compliance. We consider our assessment comprehensive, including elements such as social inequality in the regions.

- 66% of locations have measures in place to review - and metrics to overcome any imbalance in gender, LGBTQ+, minority or disabled representation in the workforce.
- We are requesting EcoVadis certification from our principal suppliers in 2024—and retaining our own.
- We have sent suppliers a due diligence questionnaire, focusing on ethics, diversity and sustainability. The results will be used to create a matrix to prioritise sustainable suppliers and educate and develop suppliers who need more support.

- Only 17% of our locations are currently able to source proven sustainable partners, partly because suppliers are difficult to measure due to a lack of data. We are implementing annual in-region checks throughout our supply chain, creating groundbreaking, best-in-class data.
- Once our partner's policies and actions are quantified, we will identify and promote a more sustainable supply chain—and disseminate our findings with suppliers, procurement and clients in a cycle of continuous improvement.
- We have made substantial changes to our global handbook to ensure uniformity in healthcare benefits across regions. 84% of our locations now have a minimum healthcare plan in place.
- In 67% of our locations, we recognise disparities in LGBTQ+, minority, and disabled staff recruitment and retention—and have measures in place to overcome any imbalances.
- We have achieved and can sustain a balanced gender representation in our workforce (within a 5% deviation from 50/50). 66% of our locations have a positive gender pay balance (within 6% of a 50/50 ratio).
- Our operations in France and Spain are trialling and preparing to support NGO and refugee workplace schemes, with the Philippines researching the possibility of this, too.
- To ensure our staff can cope with the cost of living, pay is above the local minimum wage at all our locations. 83% of locations have been measured as offering 100% Fair Pay or a level at or above the Living Wage.

## Actions strategy (continued)

### Guaranteeing pathways to success for employees and partners

We recognise the importance of a fulfilling career where everyone has the opportunity for growth and development. This includes identifying career aspirations to build individual plans for progression. All our teams are empowered through company-wide objectives, including:

To build and document a development plan with their manager, identifying training and career needs—reviewing progress and recording discussions and next steps. We post all internal job vacancies and encourage staff to seek support from their manager during application. We foster open and transparent discussion without judgement especially where a team member applies for a new role but remains in their current one.

Every employee meets their manager annually to discuss their performance, to: Review the previous year's performance against agreed objectives; review the previous year's performance against our core values; discuss and identify any future training, development, and career planning. This career management cycle is managed through a Cornerstone platform.

### Identifying biodiversity and water impacts

Through new risk assessment measures, we will pinpoint and support vital action groups operating in high-risk regions. To measure environmental impact in and around our locations we have:

- Introduced water conservation techniques in locations facing water scarcity.
- 36% of locations have grey water capture in place or plan to in 2024.
- Teams in 52% of locations have been given reusable bottles to reduce wastage and encourage drinking water through the day.
- Water-saving devices have been installed at 58% of our locations.

- Water butts for windscreen washing and cleaning are now at 50% of locations or planned for 2024.
- Some 58% of locations have or are planning to cultivate local flora in or near our offices and warehouses to enhance the natural habitat and establish wildlife-friendly zones. This includes bee and insect 'hotels', wildflower grass areas or growing vegetables.
- 52% of locations have enhanced indoor air quality with high-oxygen plants, with a further 28% planning to in 2024.

### Transitioning to 100% recycled or reused packing material


- 60% of our locations have achieved zero waste to landfill in regions with the necessary infrastructure.
- Identifying and replacing primary packing materials with sustainable alternatives by 2025: 54% of locations are using sustainable packing material: 88% are re-using suitable packing material more than once.
- Ensuring every location adopts clear guidelines for reducing, reusing and recycling materials and waste: 82% of locations have implemented recycling for paper, cardboard, cans, bottles and batteries: 42% of locations have a 'help recycle at work' scheme (employees can bring recycling to work if they don't have facilities at home) with a further 42% planning to implement this in 2024.

### Ensuring all feasible sites utilise renewable energy

All locations have provided clarity on their renewable energy use, and 52% have provided a timeline for adoption. 55% of our locations have said they will implement sustainable energy measures by 2025, such as solar panels in warehouses and opting for sustainable energy providers.

### Fig. 14. Energy and emissions

International impacts

Country /region	Scope 1 emissions (tCO <sub>2</sub> e)	Scope 2 emissions, location-based (tCO <sub>2</sub> e)	Scope 2 emissions, market-based (tCO <sub>2</sub> e)	Country/ region	Scope 1 emissions (tCO <sub>2</sub> e)	Scope 2 emissions, location-based (tCO <sub>2</sub> e)	Scope 2 emissions, market-based (tCO <sub>2</sub> e)
 Albania	0.06	0	0	 Kazakhstan	0.07	0	0
 Algeria	0.05	0	0	 Kenya	0.5	0	0
 Argentina	0.08	0	0	 Luxembourg	0.7	0	0
 Australia	2	0	0	 Malaysia	3.8	51	51
 Austria	3.9	3.4	3.4	 Mexico	1.3	0	0
 Azerbaijan	0.08	0	0	 Morocco	0.2	0	0
 Bahamas	0.07	0	0	 Netherlands	19	12	14
 Belgium	49	8	7.1	 New Zealand	0.03	0	0
 Brazil	0.5	0	0	 Nigeria	0.05	0	0
 Bulgaria	0.9	0.2	0.2	 Norway	0.06	0	0
 Canada	1.2	0	0	 Panama	0.2	0	0
 Chile	0.2	0	0	 Peru	0.07	0	0
 China	188	70	70	 Philippines	4.8	32	32
 Colombia	0.4	0	0	 Poland	5.8	41	56
 Croatia	0.2	0	0	 Portugal	9	0	0
 Cyprus	0.05	0	0	 Qatar	0.09	0	0
 Czechia	10	3.3	4.9	 Romania	9.7	8.8	8.9
 Côte d'Ivoire	0.05	0	0	 Russia	0.7	180	180
 Denmark	0.3	0	0	 Réunion	0.05	0	0
 Ecuador	0.05	0	0	 Saudi Arabia	2.3	0	0
 Egypt	0.05	0	0	 Singapore	11	32	32
 Finland	0.02	0	0	 Slovakia	0.5	0.5	0.7
 France	46	8.3	19	 South Africa	0.8	0.2	0.2
 French Guiana	0.04	0	0	 South Korea	2	1.8	1.8
 Germany	41	0.01	0	 Spain	9	3.7	6.7
 Ghana	0.05	0	0	 Sweden	0.3	0	0
 Greece	0.07	0	0	 Switzerland	10	0.04	0.02
 Hong Kong	21	213	213	 Taiwan	2.4	8.2	8.2
 Hungary	2.8	14	21	 Thailand	2.9	58	58
 Iceland	0.05	0	0	 Tunisia	0.1	0	0
 India	147	19	19	 Türkiye	0.2	0	0
 Indonesia	7.3	3.2	3.2	 UAE	17	28	28
 Ireland	3.2	0	0	 UK	102	22	23
 Israel	0.1	0	0	 United States	6.1	19	19
 Italy	5.5	0	0	 Vietnam	4.1	18	18
 Japan	2.2	6.6	6.6				



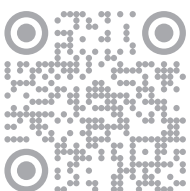
## Conclusion

This report explains our strategic plan—and the tactical activity that flows from it in our offices and warehouses worldwide. It is transparent and target-driven so that our clients and suppliers can understand what we are doing and why. Our ESG committee is empowered and genuinely representative of our global footprint, delivering the change that matters to them beyond a top-down, head office instruction. 2023 was a year of putting a structure in place to lead from the front. Now, we are delivering on those promises with pace and commitment.



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