



THE COLLINSON GROUP LIMITED 2025

Environment, Social and Governance

Financial year ending 30th April 2025

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Introduction

The Collinson Group (TCG) owns and operates some of the world's leading specialised companies in the travel sector. A family-owned private company, TCG is domiciled in the United Kingdom, with its corporate headquarters in London, England.

TCG delivers through five Operating Businesses, all supported by a central business services function.

Collinson International

Collinson International delivers the world's first and largest independent airport lounge and travel experiences programme, Priority Pass. Alongside sister programmes LoungeKey and Mastercard Airport Experiences, they reach a combined consumer base of many millions of travellers across 154 countries, connecting travellers with spaces and experiences that enable journeys to feel smoother and more rewarding. Within Collinson International, we also provide a range of loyalty consulting services, building on a 30+ year history of loyalty management experience and leadership. It is about more than access: it is about turning travel time into time well spent.

Collinson Insurance

Collinson Insurance is both a UK and an EU (Malta-based) insurer, providing Travel, Health and other Personal Lines insurance. Our distribution is mainly via long standing affinity partner brands, as well as through our direct-to-consumer travel insurance brand, Columbus Direct, both in the UK and in Italy, where we are a market leader. Collinson Insurance is also a distributor of non-risk travel delay products. The division brings confidence to travel and everyday life through smart, tailored insurance experiences. Whether it is handling the unexpected or offering innovative products like SmartDelay™, Collinson Insurance helps to keep people moving and protects their health and personal possessions when unexpected events take place.

Airport Dimensions

Airport Dimensions designs, builds, and operates shared-use airport lounges and other airport experiences, offering an enhanced experience for travellers and new revenue streams for airport operators. From award-winning lounges to sleep pods and digital-first services, it reimagines the way people spend time at the airport. For travellers, this means time at the airport feels less like waiting and more like living. For airports, it unlocks new revenue streams and stronger passenger engagement. With a growing global network, Airport Dimensions is shaping the future of airport hospitality: where every moment counts.



Valuedynamx

Valuedynamx is Collinson's specialist loyalty commerce business, bringing together payments, data and marketing to create personalised offers and merchant-funded rewards. It works with banks, airlines, hotels and retailers to make everyday transactions more meaningful - turning routine purchases into opportunities for connection and loyalty. With a network of over 50,000 retail and travel partners and access to more than 400 million consumers worldwide, Valuedynamx delivers relevance at scale. By combining smart technology with powerful insights, it increases platform engagement, unlocks measurable growth, and drives meaningful customer interactions both online and in-store.

Collinson Investments

Collinson Investments supports the Group's strategy to enhance the traveller experience and expand the end-to-end journey. It has made a number of strategic investments in leading innovators in the airport and travel experience space. Collinson Investments makes minority investments in start-up and scale-up businesses aligned to its goals, offering both strategic and practical support while taking a hands-off approach to day-to-day management. More than just capital, Collinson Investments provides strategic insight and partnership while empowering entrepreneurs to lead. The result is fresh ideas, sustainable growth, and smarter, more connected journeys and experiences for travellers worldwide.

TCG's Operating Businesses are primarily managed on a decentralised basis, but with a select number of shared functions and central operations in place that integrate the Operating Businesses together. Decisions relating to external funding, capital allocation, investment activities, centralisation of shared functions and selection of Executive Directors is ultimately the responsibility of TCG, alongside the setting of group wide policies and operating models relating to risk, culture and behaviours of our people, and our approach to Environment, Social and Governance (ESG).

With a long history of acting ethically and with purpose, TCG stands for more than just making money and strives to be a business our people are proud to work for, and our clients want to work with. We have sought to be a commercially successful and trusted organisation that enhances the communities and environments where we work. Our ESG programme, designed under our philosophy of delivering "good beyond profit", seeks to formalise this into our core business strategy, and to harness the collective power of our people, clients, partners, suppliers and wider stakeholders.

Produced for TCG, this ESG report covers all the Operating Businesses.



Message from our Board



David Evans
Chief Strategy and
Investments Officer

FY25 was a defining year for The Collinson Group. We delivered record-breaking financial results, underscoring both the strength of our business model and the enduring global appetite for travel and premium travel-related experiences. This was also the year we launched both the Collinson Foundation and our Group ESG strategy, two important milestones that demonstrate our philosophy of delivering good beyond profit.

We are proud that more than half of our people engaged with the Collinson Foundation in its first year, through volunteering, fundraising or donating. By increasing paid volunteering leave to three days annually, we enabled over 30% of colleagues to dedicate time and skills to community causes, creating a positive impact not just for those we supported, but also for those who took part.

Our commitment to communities goes hand in hand with ensuring our business operates sustainably. Despite an increasingly complex operating environment, with shifting political landscapes and evolving regulatory frameworks, we remain clear that sustainability is not a political statement but a business imperative. Our ESG strategy provides the framework for this, guiding our actions and ensuring we remain accountable for long-term progress.

This year we were pleased to see our efforts recognised through significant improvements in our sustainability ratings, moving to a B- score with CDP and achieving *Committed* status with EcoVadis. At the same time, we advanced from measurement to action, submitting our near-term and Net Zero targets to the Science Based Targets initiative (SBTi) for validation. This marks a critical milestone in embedding climate considerations into our decision-making.

On the people side, our Engagement Index score of 83% reflects the strength of our culture and our focus on building diverse, inclusive, and high-performing teams. With over 86% of our people completing our Cultivating a Respectful Workplace training, and our senior leaders engaged in Inclusive Leadership programmes, we are confident these foundations will drive further progress. Looking ahead, the implementation of a new HRIS platform and the rollout of our culture evolution programme will further enable our people ambitions.

As we present our FY25 ESG Report, we do so with a continued commitment to transparency, to action, and to creating long-term value. We remain focused on doing the right things, in the right way, for the future of our business and the world we work in.

The essence of good beyond profit

The Collinson Group is a family business and a family of businesses, unified behind shared values, a deep belief in the importance of giving back, and an ambition to deliver good beyond profit.

Entrepreneurial at heart, we seek to innovate, create and invest in businesses, products and services that enrich the journeys of millions of consumers worldwide, while delivering value to our clients and partners. Just as importantly, we are driven by purpose, guided by our values and a legacy of ethical and compassionate decision-making.

At Collinson, good beyond profit is a philosophy that forms the foundation of how we operate. It shapes how we show up each day for our colleagues, clients, customers, and communities, and how we act to protect our planet and future generations.

This ethos has been the catalyst for both our ESG strategy and the launch of the Collinson Foundation. Together, these initiatives embed good beyond profit into our business strategy, ensuring that our growth and success are always aligned with making a positive impact.



Our ESG strategy

Our ESG strategy is a framework that channels our values into clear priorities, measurable targets, and meaningful action across our business.

Our work sits largely at the intersection of travel, loyalty and financial services. Industries that are both powerful drivers of global economic activity and inherently complex when it comes to sustainability. Travel and tourism alone support one in ten jobs worldwide and contribute nearly 10% of global GDP. At the same time, aviation accounts for around 3.5% of effective radiation forcing, and over-tourism continues to create negative environmental and social impacts in some regions.

We know meaningful transformation will take time, as technologies and sustainable solutions are developed and scaled. Yet consumer expectations for progress are constant, and we are committed to being a force for positive change.

To focus our efforts, we conducted a double materiality assessment to identify the most important and relevant sustainability issues for our business. The results directly informed our ESG strategy, which is built on three priority pillars: Respecting our Planet, Engaging our People, and Harnessing our Data - all underpinned by a Responsible Core of practices in Robust Governance, Responsible Procurement, Product Accessibility, Sustainable Investments and Health and Safety.

At the heart of our approach are four calls to action. **We operate purposefully**, minimising negative impacts and embedding sustainability across our operations. **We partner for impact**, forming collaborations that enhance our reach and influence across industries. **We create for change**, innovating new products and services that deliver measurable sustainability benefits. And **we give back**, ensuring our profits, time, skills and assets support communities through the Collinson Foundation.

Our ESG strategy is designed not just to mitigate risks but to unlock opportunities - building resilience, strengthening trust, and delivering long-term value for all stakeholders.



RESPECTING OUR PLANET

Innovating in response to climate threats and taking action to reduce negative environmental impacts across our business and our industries



ENGAGING OUR PEOPLE

Building diverse, engaged and skilled teams who will use our values as inspiration to drive real, measurable change



HARNESSING OUR DATA

Responsibly using data and transforming it into powerful insights that inspire action, innovation and sustainable consumer choices

RESPONSIBLE CORE

- Product Accessibility
- Sustainable Investments
- Robust Governance
- Health and safety
- Responsible Procurement

WE OPERATE PURPOSEFULLY

WE CREATE FOR CHANGE

WE PARTNER FOR IMPACT

WE GIVE BACK



A man with short brown hair and glasses, wearing a dark suit jacket over a light blue shirt, is looking down at a tablet computer he is holding with both hands. He has a brown leather bag slung over his shoulder. The background is a blurred outdoor setting with green foliage and a dark, geometric structure.

Our Progress: Respecting our Planet

Overview

Respecting our Planet is the first pillar of our ESG strategy, through which we seek to innovate in response to climate threats and take action to reduce negative environmental impacts across our business and the industries we serve.

Our focus is on three priority areas: achieving Net Zero greenhouse gas emissions, sourcing products more sustainably, and minimising waste. Each represents both a challenge and an opportunity, requiring us to rethink how we operate, partner and innovate.

In FY24, we published our first full global greenhouse gas inventory, advanced our sustainable lounge development and membership materials programmes, and made improvements across our estates.

These steps laid the groundwork for FY25, which has seen us move from measurement to strategy. Over the past year, we have plotted our emissions reduction pathways, submitted our science-based targets for validation, and continued to embed sustainability into our products, offices and lounges. In moving our Haywards Heath office to a new, right-sized, space that reflects the needs of our hybrid working patterns, we completed the initial refresh of our global office estate, and in Airport Dimensions, we were also delighted to open two new LEED Gold certified lounges.

Our progress has been recognised externally with our CDP score improving from D to B- in 2024, reflecting both the tangible impacts of our initiatives and the transparency of our reporting. Looking ahead, we will continue to strengthen data quality, build partnerships across our value chain, and accelerate our transition to Net Zero.

Achieving Net Zero Greenhouse Gas Emissions

Progress Updates

In FY25 we continued to advance our programmes to reduce greenhouse gas emissions and strengthen the foundations for long-term climate action.

A key milestone was the submission of our near-term and Net Zero targets to the Science Based Targets initiative (SBTi) for validation. This builds on our first full global greenhouse gas inventory completed in FY24 and sets out clear pathways for reduction across Scopes 1, 2 and 3. With approval expected in FY26, we remain firmly on track to meet our commitment of having validated science-based targets in place before 31st December 25.

We also enhanced the accuracy of our emissions monitoring. Transitioning to a single global business travel provider, ATPi, enabled us to implement Thrust Carbon's CO_{2e} calculator, giving us improved insight into travel-related emissions. In the UK, our electric vehicle leasing scheme continued to expand, with participation rising from 22 to 32 vehicles - now representing more than 4% of eligible employees and delivering 56.66 tCO_{2e} offset to date.

Across our estates, our London head office remains powered by 100% renewable electricity, while in Hong Kong we continue to be signatories to the Green Performance Pledge, working with our landlord on the transition to renewable energy. Within Airport Dimensions, we were proud to open two new lounges certified to LEED Gold standard.

Together, these steps reflect both progress in reducing our direct impacts and the groundwork being laid for deeper, science-based emissions reductions in the years ahead.

TCG GHG Reporting

Table 1: GHG Protocol's Reporting Standards - Classification of Emissions

Metric	Description
Scope 1 emissions	Direct emissions arising from sources that are owned or controlled by the Collinson Group. Examples include the combustion of fuels in buildings and the release of refrigerant gases.
Scope 2 emissions	Indirect emissions arising from purchased electricity, heating, and cooling.
Scope 3 emissions	All other indirect emissions associated with business activities outside of TCG's operational boundary, further broken down into 15 categories across the value-chain.



Table 2: FY24 & FY25 Global Emissions (Scope 1, 2 & 3)

	Year ended 30 April 2025 tonne CO _{2e}	Year ended 30 April 2024 tonne CO _{2e}		Year ended 30 April 2025 tonne CO _{2e}	Year ended 30 April 2024 tonne CO _{2e}
Scope 1	20	2.55	Scope 3 (continued)		
Stationary combustion	17	0.4	4 - Upstream transportation and distribution	292	9,338
Mobile combustion		-	5 - Waste generated in operations	97	103
Process emissions		-	6 - Business travel	2,844	2,469
Fugitive emissions	3	2.2	7 - Employee commuting	2,447	2,922
Scope 2			8 - Upstream leased assets	-	-
Location-Based	1,604	1,186	9 - Downstream transportation and distribution	265	231
Market-Based	1,450	1,167	10 - Processing of sold products	-	-
Electricity (location-based)	1,604	1,186	11 - Use of sold products	187*	43,430*
Electricity (market-based)	1,450	1,167	12 - End of life treatment of sold products	436	89
Heat and Steam		-	13 - Downstream leased assets	-	-
Cooling		-	14 - Franchises	-	-
Scope 3	46,495	75,581	15 - Investments	9,568	1,092
1 - Purchased Goods and Services	28,749	14,432	Total gross tonne CO_{2e} based on above (Location-based)	48,119	76,770
2 - Capital Goods	1,200	1,224	Total gross tonne CO_{2e} based on above (Market-based)	47,965	76,751
3 - Fuel and energy-related activities	410	251			

*Emissions above the minimum boundary requirements of the GHG Protocol have been excluded in the FY25 GHG inventory as agreed with the SBTi during our target validation process. In FY24, these emissions were included and disclosed prior to submission of targets for approval by the SBTi.



Notes and Analysis

Scope 1

The increase in Scope 1 emissions from FY24 to FY25 primarily reflects a reallocation of greenhouse gas (GHG) emissions associated with equity investments. In the prior year, these emissions were reported under Scope 3, Category 15 (Investments). However, as part of the Science Based Targets initiative (SBTi) target validation process, we have been advised to reclassify these emissions across Scope 1, Scope 2, and Scope 3 in proportion to our equity share. This methodological adjustment has resulted in a higher reported Scope 1 figure compared to FY24, rather than an underlying increase in operational emissions.

Scope 2

The increase in reported Scope 2 emissions in FY25 is partly attributable to the reallocation of equity investment emissions from Scope 3, in line with SBTi guidance. To ensure comparability, FY24 emissions have been recalculated under this revised methodology. On a like-for-like basis, Scope 2 emissions rose by approximately 14% in FY25, largely driven by higher guest volumes across our airport lounges and increased office attendance. We continue to explore opportunities to expand the use of renewable energy within our offices and are actively engaging with airport partners to support their transition to more sustainable energy sources.

Scope 3 - Overview

In FY25, we submitted our emissions reduction targets to the Science Based Targets initiative (SBTi) for validation. As part of this process, a number of methodological changes were made to our Scope 3 inventory to ensure alignment with SBTi requirements. Most notably, we have excluded optional emissions such as electricity consumption in third-party lounges, homeworking, hotel stays, and emissions associated with time spent on the Valuedynamx website. These categories, while previously included in FY24, fall outside the minimum boundary requirements of the GHG Protocol and were therefore removed from disclosure following agreement with the SBTi.

The methodology for several categories was also refined:

- **Purchased goods and services (Category 1)** saw a substantial increase, reflecting both higher spend and improvements in data collection quality. A dedicated ESG Senior Data Engineer was recruited during FY25 to enhance data sourcing, coverage, and accuracy, which has already improved emissions calculations in this category.
- **Upstream transportation and distribution (Category 4)** was recalculated using a parcel-level methodology rather than aggregate weight and distance, significantly reducing overestimation in prior years.
- **Investments (Category 15)** were introduced in FY25 following a revised investment strategy within our insurance division, resulting in a new emissions source not previously in scope.



Scope 3 - Category 1: Purchased Goods and Services

Purchased goods and services remain the largest driver of Scope 3 emissions, primarily linked to the design, fit-out and operations of airport lounges, along with professional, scientific, and technical services. Development in airport environments remains complex due to regulatory restrictions on suppliers, but we continue to integrate sustainability principles into our Design and Construction guidelines and work with contractors capable of delivering more sustainable outcomes.

Scope 3 - Category 4: Upstream transportation and distribution

The significant reduction in Upstream transportation and distribution emissions is largely due to a change in calculation methodology. In FY24, emissions were calculated by summing the weight of packages sent and distance travelled to calculate emissions, which led to significant over estimation of emissions compared to treating each parcel separately. These updates have also been submitted to and approved by the SBTi.

It is also worth noting that an increased adoption of digital membership cards has also reduced the emissions associated with transportation and distribution of Priority Pass cards, where TCG is responsible for costs of the transportation and distribution.

Scope 3 - Category 6: Business Travel

Business travel emissions increased modestly year-on-year, largely due to improved data capture through the introduction of our new global travel management system, ATPi, and the use of Thrust Carbon's CO_{2e} calculator. While prior year emissions were estimated primarily on spend, this year's more accurate methodology has resulted in a slight increase. In line with SBTi guidance, emissions from hotel stays have been excluded. We also launched a new global Business Travel Policy in FY25, providing direction on more sustainable travel behaviours.

Scope 3 - Category 7: Employee Commuting

Employee commuting emissions were calculated through a global survey across our offices. A higher response rate and the exclusion of homeworking emissions (as required by the SBTi) contributed to a modest reduction of approximately 2% compared with FY24 (on a like-for-like basis).

Scope 3 - Category 11: Use of sold products

Use of sold products represents the most material change in our FY25 disclosures compared to FY24. Following SBTi consultation, emissions from electricity consumption in third-party lounges accessed through Priority Pass have been excluded from our Scope 3 inventory. This reflects the fact that TCG does not have operational control over these facilities, and both TCG and the lounge operators have limited ability to influence the energy sources procured, which are determined by the host airports.

While these emissions now fall outside the minimum boundary requirements of the GHG Protocol, we remain committed to addressing them through partnership and influence. We continue to embed sustainability measures across our proprietary lounges and are actively seeking opportunities to collaborate with third-party lounge operators and airport authorities to support a transition to lower-impact operations.

Overall, while methodological changes have reduced total reported Scope 3 emissions, our improved data quality, new inclusions, and more accurate methodologies provide a stronger foundation for long-term emissions management and reduction across our value chain.



Utilising sustainably sourced products

Sourcing products more sustainably is a priority area where we continue to make meaningful progress.

Within Collinson International, our Sustainable Membership Materials initiative has continued to progress. Having already streamlined our membership materials, in FY25 we transitioned card production in EMEA, moving from 70% recycled PETG to 100% recycled post-consumer PVC (rPVC). This means all membership cards produced in APAC and EMEA now contain 100% rPVC plastic material, and in the Americas they now contain 50-70% rPVC. We continue to work with our suppliers to drive improvements, both in terms of the use of recycled materials, and other processes that input into card production. In parallel, we are working to drive adoption of digital membership cards to access lounges and travel experiences.

We have also extended our use of sustainable materials in client-facing environments. In-lounge signage is now produced using bamboo and hardwood in line with FSC regulations. Within Airport Dimensions, all The Club lounges now serve Red Phoenix Coffee Roasters, a WBENC certified supplier offering Fair Trade, organic, kosher and Rainforest Alliance certified products, embedding sustainability and diversity into our supply chain.

Sourcing decisions in our offices also reflect this commitment. In the UK, for example, we procure fruit baskets from a social enterprise partner whose containers are 99% biodegradable and reused for each delivery. For every basket purchased, a tree is planted, contributing to 344 trees during the course of our partnership to date.

These initiatives reflect our belief that everyday sourcing decisions create positive impact and momentum, and when scaled across our global footprint, can create meaningful environmental and social benefits while strengthening our supply chain resilience.

Minimising Waste

In FY25 we continued to embed a stronger culture of waste minimisation across our offices, lounges and operations.

Through our commitment to improving our offices, we downsized our Haywards Heath site to a more efficient space, reusing existing furniture and fittings wherever possible. Our head office in London introduced the use of reusable Cauli containers for all meals purchased via the building's in-house canteen helping to cut single-use packaging waste. In Hong Kong, new systems were rolled out to collect and recycle beverage cartons and glass containers.

Within Airport Dimensions, our Sustainable Lounge Development programme has already removed single-use cutlery and tableware, eliminated printed newspapers and magazines, and introduced waste and energy reducing measures such as LED lighting and low-flow taps. In FY25, we extended this by opening The Club MDW, the first passenger lounge at Midway International Airport. Here, our partner Sodexo is piloting LeanPath to measure and reduce food waste, alongside an IoT monitoring system that tracks refrigeration temperatures remotely to conserve energy and prevent spoilage.

Beyond lounges and offices, Collinson Insurance launched an initiative to reduce reliance on printed materials. Under the Columbus Direct UK brand, renewal postal packs no longer include printed policy documents, saving approximately 18,270 sheets of paper each year.

Looking ahead, we will continue to invest in systems to track and report waste more accurately, while working to eliminate unnecessary consumption and build circularity into more aspects of our operations.





Our Progress: Engaging our People

Overview

Engaging our People is the second pillar of our ESG strategy, through which we are committed to building diverse, engaged and skilled teams who support and bring our values to life, driving measurable change, both within TCG and in the wider communities we support through the Collinson Foundation.

In FY24 we shared how we had invested in Benevity, our community engagement platform, and relaunched our Equity, Diversity and Inclusion (EDI) strategy. We also completed a global reward review and enhanced our career framework, laying the foundations for long-term progress.

In FY25 we built on this momentum. Increasing our paid volunteering allowance to three days per year translated into a 59% increase in volunteering efforts. We launched a new internal social networking platform to foster collaboration, recognition and connection across teams, and approved investment in a new group-wide HRIS platform, which will be implemented from FY26 to FY27. Together, these initiatives strengthen our ability to attract, develop and retain talent in a rapidly changing workplace.

Our annual engagement survey continues to provide valuable insight into the experiences of our people. In FY25, we achieved an 80% completion rate and an Engagement Index score of 83%, exceeding our target of maintaining scores above 80%. These results demonstrate the strength of our culture and remind us of the responsibility to keep evolving it.

Building diverse and inclusive teams

Progress Updates

We are committed to creating a workplace that is truly diverse, equitable and inclusive and where all colleagues feel respected, supported and empowered to succeed.

In FY25, we launched a group wide EDI (Equity, Diversity & Inclusion) training programme to deepen understanding, challenge bias, and embed inclusive behaviours across the business. This included our e-learning training *Cultivating a Respectful Workplace*, completed by 86% of colleagues; *Depart from Bias* training to support inclusive decision-making; and an *Inclusive Leadership* programme for senior leaders, designed to strengthen accountability and ensure inclusive practices are embedded at the top. Together, these initiatives represent the first phase of a multi-year approach to building a more inclusive culture.

Our data shows strong representation across most levels of the business, though a decline at senior leadership grades. To address this, we have set a target to increase representation from under-represented

groups in senior leadership by 30% by 2030, including raising our baseline of female representation from 26% to 40%. At the close of FY25, female representation stood at 28%. Collinson Insurance has also strengthened this focus, signing up to the Women in Finance Charter and reporting regularly to the Executive Committee and Board on progress. They are currently at 32.7%. Our work to baseline and set a target for other under-represented characteristics is ongoing.

Beyond training and representation, we continue to support our Collinson Resource Groups (CRGs), inclusive communities that celebrate diversity and provide forums for connection, professional development and advocacy. We are committed to reinvigorating engagement in FY26 and have created a new *Culture Evolution Design Team* to help define and shape the next phase of Collinson's culture.

Through these initiatives we are laying the foundations for a workplace where diversity is valued, inclusion is instinctive, and every colleague has the opportunity to thrive.

UK Binary Gender Pay Gap Reporting

The binary gender pay gap is the difference between the average earnings of those that identify as men and women, expressed relative to men's earnings. Reporting on this pay gap is required under UK regulation, however we recognise that by focusing exclusively on employees that identify as men or women, the binary gender pay gap report is unable to include all of our people.

Outlined below are our binary gender pay results which include all relevant people employed by Collinson in the UK on 5th April 2025 (the snapshot date). We are reporting that:

- We have a mean hourly pay gap of 24.2%.
- We have a mean bonus pay gap of 58.4%.
- We have a median hourly pay gap of 22.1%.
- We have a median bonus pay gap of 0.0%.

In addition to our hourly pay and bonus pay gap results, the table below shows the proportion of women in each pay quartile as well as the proportion of people receiving a bonus in 2025.

	Mean	Median
% Pay Gap	24.2% (-2.0% change on 2024)	22.1% (-2.31% change on 2024)
% Bonus Gap	58.4% (-5.2% change on 2024)	0.0% (-75.0% change on 2024)
Proportion of Women by Pay Quartiles		
	2025	2024
Lower	56.8%	59.0%
Lower Middle	60.3%	58.4%
Upper Middle	46.4%	44.9%
Upper	27.7%	27.7%
Proportion of Employees Receiving a Bonus		
Women	91.6%	
Men	95.2%	

At Collinson Group, we believe that transparency is the first step towards equity. Our 2025 Gender Pay Gap report tells a story, not just in numbers, but in the journey we are on to create a more inclusive and balanced workplace.

Equitable compensation is a cornerstone of our commitment to equity, diversity and inclusion, and it is important to distinguish between the gender pay gap and equal pay. The gender pay gap reflects difference in average earnings, while equal pay ensures individuals performing equivalent roles are paid equally. At TCG, pay is determined by role, not by identity.

However, we know that we are most successful when our teams at all levels reflect the world around us. Currently, women at Collinson Group are underrepresented in senior levels and in technical roles.

The persisting factor contributing to the pay gap in the UK is an uneven representation of genders within our workforce. While 47.8% (-0.1% from previous report) of our overall workforce are women, women in leadership positions in the UK represent 27.1% (+6.3% from previous report) which is a significant driving factor in our gender pay gap differentials.

Increasing female representation in leadership positions in all geographies forms a strategic priority within our ESG strategy.



Facilitating employee training and skills development to drive career progression and performance

Progress Updates

At Collinson Group, we know that our people are the foundation of our success. Supporting their growth, development and career progression is central to how we build resilience and deliver long-term value.

In FY25, we brought our talent attraction and development functions under unified leadership to manage the full talent lifecycle more strategically. We set ourselves a goal of increasing our internal promotion ratio from 4% to 8% by 2030, and at the close of FY25 this figure stood at 4.42%. This target reinforces our commitment to enabling progression from within, ensuring our people see clear pathways to advance their careers.

We also invested in expanding learning opportunities. More than 140 internal training sessions were delivered during the year, covering technical, professional and leadership skills, and logging a record number of learning hours across the Group. We also launched our AI Apprenticeship Scheme to help colleagues build new capabilities for the future of work. Our mentoring programme continued to grow, with 37 new mentees and 27 new mentors joining in FY25.

We have launched a comprehensive talent methodology to gain deeper insights into our workforce across the business. This approach enables People & Culture Business Partners to work closely with leaders throughout the year,

using data to inform talent decisions. By capturing key metrics, including talent scores, flight risk, readiness for the next role, and critical role status. We can proactively manage and develop our workforce, ensuring the right people are in the right roles to support business growth and long-term organisational resilience.

Looking ahead, the implementation of our new HRIS platform in FY26-FY27 will enable us to take our career framework, skills mapping and career pathways to the next level. Alongside this, we plan to pilot an early careers programme, offering structured opportunities for emerging talent to join and grow within Collinson Group.

At an operating company level, tailored initiatives have also been introduced. Airport Dimensions developed a structured induction and foundational training portfolio for lounge staff, while Collinson Insurance enhanced induction processes and strengthened engagement with its mentorship programme. These efforts ensure that colleagues are supported from their first moments with us, and that training remains relevant to the skills needed across our diverse businesses.

Together, these initiatives demonstrate our commitment to building skills, enabling career progression and preparing our people for the opportunities of the future.



Engaging our people with the Collinson Foundation

Through the Collinson Foundation, we are proud to support communities around the world by opening doors to opportunities for those who need them most. Our people play a key role in helping to create lasting impact both locally and globally.

Our Community Programme

Our Community Programme enables our people to make a difference in their local community. Giving back through fundraising, donations, and volunteering is core to our culture, and this year, our people engaged more than ever before.

In FY25, we set ourselves the ambitious goal of reaching 50% people engagement with the Collinson Foundation by 2030, building on just 3% engagement in 2022. We are delighted to have achieved this milestone five years ahead of schedule, with more than half (51%) of our people now actively supporting the Collinson Foundation through volunteering, fundraising or donating.

Matched Giving Programme

Our Matched Giving Programme supports our peoples' fundraising efforts by matching the amounts they raise for, or donate to, charities they care about. In FY25, we made it even easier to take part by simplifying the process and expanding the options available. This included introducing payroll giving in the USA and creating a new option for colleagues to donate all or part of their bonus or company awards, such as long-service gifts, to charities of their choice.

Participation in our Matched Giving Programme grew by nearly 50% this year, with 40% of colleagues taking part. This resulted in over £150,000 donated to charities worldwide, benefitting more than 600 organisations, with the greatest focus on social welfare, education and disaster relief.





Volunteering

Volunteering has long been at the heart of Collinson Group, and in FY25 has gone from strength to strength. In September 2024 we launched our first Global Volunteering Month, encouraging colleagues to use their three days of paid volunteering leave. Across our offices and through virtual events, colleagues took part in a wide range of activities -from preparing meals for food banks and assembling hygiene kits, to lending support at local animal shelters.

In FY25, over 400 colleagues volunteered, contributing to a record 6,000 volunteer hours, up from 4,000 in FY24 and 750 hours in FY23. In several locations, including Hong Kong, Malta and São Paulo, over 70% of colleagues participated. Now over 30% of our colleagues are actively volunteering, significantly above the global average of just 13%.

Additionally, we expanded our network of local partners to provide a wider range of volunteering opportunities, including Community Southwark, Impact Hong Kong, London Play Design and Blisters for Bread, among others.



Employee-led Initiatives

We also introduced new ways for colleagues to champion causes they care about. Local Community Champions have stepped forward in offices from Cape Town to London, making it easier for colleagues to connect with volunteering opportunities and grassroots charities. Our legal team demonstrated the power of employee-led initiatives, organising a dinner and charity auction for the Save the Children Gaza Appeal that raised over £10,000.

Looking ahead, we will pilot the Collinson Foundation Grants Programme, giving colleagues the opportunity to nominate charities for funding. This initiative will expand our reach globally while ensuring our contribution reflects the passions and insights of our people.



Engaging Clients, Partners and Consumers

To amplify the reach and impact of the Collinson Foundation, we also look for opportunities to engage our clients, partners and consumers.

At Airport Dimensions, we make community donations when opening new lounges, often focused on food relief. For example, when launching The Club MDW we donated USD 10,000 to the Chicago Food Bank and introduced in-lounge QR codes, enabling guests to contribute directly to the cause too.

Within Collinson International, we piloted donations to the Save the Children Emergency Fund within the Priority Pass app, giving colleagues the option to give back while travelling. Following the success of this trial, we plan to extend the initiative to all Priority Pass direct customers in the year ahead.



Our Progress: Harnessing our Data

Overview

Harnessing our Data is the third pillar of our ESG strategy. Through it, we seek to use data responsibly and transform it into insights that inspire action, drive innovation, and enable more sustainable choices for our clients, partners and consumers.

Data sits at the heart of TCG's business, from powering our loyalty solutions to enabling better travel experiences. With that comes a responsibility to protect it, use it ethically, and unlock its potential for good.

In FY25 we made important progress on this journey. We advanced our governance and protection frameworks, enhanced our data management processes, and began building the foundations of our *Good Data Principles*, which will define our approach to responsible data use. Alongside this, we appointed a dedicated ESG Data Engineer to strengthen data sourcing, coverage and accuracy, ensuring we have the insight needed to track and accelerate our ESG commitments.

Our initial focus has been on greenhouse gas data where we worked with our specialist sustainability consultancy, Good Business, to develop emissions reduction pathways and prepare our science-based targets for submission. While data gaps remain, we believe in progress over perfection, and have taken steps to continuously improve both quality and completeness.

This year also saw us begin to explore how data can be used to support vulnerable customers and inform product design, embedding feedback loops that ensure insights drive meaningful change.

By strengthening how we capture, manage and apply data, we are laying the foundations for greater transparency, accountability and innovation, enabling both our business and our stakeholders to make more sustainable choices.

Using data responsibly

As a global business working with many of the world's largest financial services organisations, and with Collinson Insurance operating as a regulated financial services provider, data protection and governance is important to us.

Specialist information security and data protection teams oversee a comprehensive suite of policies and procedures applied across TCG. We remain compliant with global data protection regulations, maintain full PCI-DSS compliance, and are actively working towards ISO 27001 certification, targeted for July 2026 (early FY27). These frameworks are complemented by regular client-led security audits, ensuring our standards remain rigorous and externally tested.

In FY25 we also strengthened our internal data governance, introducing new structures to better organise, systemise and manage our data assets. This work provides the foundation for our Good Data Principles - launching by the end of 2025 - and will formalise our commitment to using data transparently, ethically and responsibly across all areas of the business.

By embedding these practices, we are ensuring that our use of data protects our clients, partners and customers, safeguards our reputation, and provides a solid basis for innovation and sustainable growth.

Enabling ESG with data

In FY25 our focus was on greenhouse gas (GHG) data, where we continued to work with specialist consultancy, Good Business, to develop emissions reduction pathways and prepare our science-based targets for submission to the SBTi. While data gaps remain, particularly in areas where primary activity data is difficult to source, we are committed to continuous improvement and are prioritising progress over perfection.

To strengthen this work, we recruited a dedicated ESG Data Engineer in March 2025. This role is already improving the quality, coverage and accuracy of our data, and is central to building out our ESG data domain and reporting dashboards in FY26. These systems will allow us to monitor progress more effectively, identify opportunities for action, and provide clearer, more consistent disclosures in future reporting.

Data is also beginning to play a greater role in shaping our customer and product strategies. For example, in Collinson Insurance, data collection has evolved to provide enhanced insights into whether customers with vulnerability characteristics receive outcomes comparable to other groups. Identification rates to ensure alignment with expectations are actively monitored, enabling assessment of intervention effectiveness and highlighting areas for improvement. Additionally, quality assurance reviews focus on how staff identify support needs and the appropriateness of actions taken, facilitating targeted feedback, coaching, and escalation where necessary.

Our Insurance business has also developed an Additional Support Needs Performance deck in FY25, tracking the support we provide to vulnerable customers and feeding insights back into operational and product teams to ensure services remain responsive and inclusive.

Other initiatives to support customers with vulnerability characteristics include specialist training for frontline staff to improve identification and support, as well as customer engagement surveys to better understand experiences and perceptions of fairness.

By embedding ESG into our data strategy, we are creating a stronger foundation for action, ensuring that decisions are guided by evidence and that progress is measurable, transparent and accountable.



Using data to influence and reward sustainable choices

We firmly believe that data can be used as a force for good, nudging and influencing sustainable choices. We also believe in the power of green rewards and have worked on numerous programmes to incentivise positive choices. Our work in this area has primarily been centred on our Loyalty business, where we have partnered with clients on key initiatives.

During FY25 we continued our award-winning initiative with First Abu Dhabi Bank (FAB). The FAB Rewards loyalty programme, which was awarded the Best Eco-Loyalty Initiative in the coveted International Loyalty Awards in 2024, allows members to boost rewards via sustainable spending, offset carbon footprints, contribute to global reforestation, win prizes through gamification, redeem green benefits and contribute to environmental causes.

The initiative has seen **39,424 trees planted** since its inception in 2023 to November 2025.





Our Progress: Responsible Core

Overview

Our ESG priorities are supported by our Responsible Core, the essential practices that anchor our strategy and ensure we operate as a trusted, ethical and resilient business. These foundations are critical to how we invest, how we govern, how we work with partners, and how we safeguard our people and customers.

The Responsible Core spans five focus areas: robust governance, responsible procurement, product accessibility, sustainable investments, and health and safety. Each reflects areas where we have a direct responsibility to act and where strong performance is a prerequisite for the success of our wider ESG ambitions.



Robust Governance

We are committed to maintaining high standards of governance, transparency and accountability across The Collinson Group. Our governance framework is designed to foster long-term value for all stakeholders while ensuring that our business is operated responsibly and ethically.

For the year ended 30 April 2025, under the Companies (Miscellaneous Reporting) Regulations 2019, The Collinson Group Limited applied the Wates Corporate Governance Principles for Large Private Companies, published by the Financial Reporting Council. The following outlines how we have applied these principles over the past year.

Principle 1: Purpose and leadership

The Board provides leadership within a framework of effective governance and controls, ensuring that the Group's strategy, risk management, and resources are aligned to achieve long-term objectives. The Group's purpose is:

We aim to stand for more than just making money - we strive to be a business our people are proud to work for, and a business our clients want to work with.

This purpose is underpinned by core values: One Team, Act Smarter, Do the Right Thing, Take Action, which guide decision-making and behaviour across the organisation. The Board aligns these values with strategy through, investment plans, policies, and training, and ensures compliance with a Code of Conduct, matters reserved for the Board, and delegated authority. Conflicts of interest are managed via a policy and register maintained by the Company Secretary.

Directors actively engage with stakeholders to understand their interests and embed culture throughout the business. Employee engagement activities include annual employee surveys, quarterly global Townhalls for TCG and CIL, Operating Company and regional Townhalls, TCG and CIL strategy events, and regular client meetings. As a family-led business, directors and executives lead culture by example, fostering a safe, respectful, and inclusive workplace.

The Board is responsible for setting strategy, approving risk appetite, and operating plans, ensuring financial and people resources are in place, and reviewing management performance. It oversees the development of the Group's culture, ensures obligations to shareholders, regulators, clients, and other stakeholders are understood and met, and is accountable for the overall direction and control of the Group.



Principle 2: Board composition

As at 30 April 2025, the Board comprised six directors and one alternate director, including two independent Non-Executive Directors (NEDs). The four Executive Directors are the Founder and Chairman, Chief Strategy Officer, CEO of Collinson International Limited, and Chief Financial Officer. The Board's composition comprises 50% family members and 50% independent members. Reflecting TCG's family-owned and operated nature, the shareholder remains actively involved in daily operations, resulting in a closer alignment between executive management and Board oversight. The combination of family and non-family directors, along with independent NEDs, ensures effective scrutiny, challenge, and oversight.

All Board members have relevant knowledge of the business and an awareness of key stakeholder groups. The Board sets TCG's strategic direction, oversees management, and ensures compliance with legal and regulatory obligations. It meets quarterly and follows a formal schedule of matters reserved for its decision.

The Board is supported by a number of committees with delegated authority, including:

- Global Audit Committee
- Global Risk Committee
- Global Investment Committee
- Group Strategy Committee
- Leadership Forum

During the year, the Global Audit Committee and Global Risk Committee were combined and reconstituted as the Group Audit & Risk Committee. This combined committee operates under delegated authority in accordance with its terms of reference. While there is currently limited independence on Committees, this is recognised as an area for review, as part of the ongoing consideration of Non-Executive Directors' roles in Committee membership.

The Board recognises the value of diversity across its members, including skills, experience, background, gender, ethnicity, and other qualities. While the Board acknowledges there is currently limited diversity at the most senior level, it remains committed to developing a more diverse workforce and Board over time. Our EDI strategy is embedded throughout the business and forms part of our wider ESG strategy.

A schedule of technical and business training is developed annually and reviewed throughout the year. During FY25, Directors received training on:

- Cyber Crime
- Operational Resilience
- Legislative Updates
- Competition Law

Through its composition, committees, and ongoing training, the Board ensures it has the appropriate mix of expertise, independence, and perspective to lead the Group effectively while supporting long-term success.



Principle 3: Director responsibilities

The Board convenes four scheduled meetings each year, in addition to ad hoc meetings as required, and allocates two dedicated days annually for strategic planning activities.

The Board operates under Terms of Reference that clearly define its accountabilities and responsibilities. Each Board Committee has its own Terms of Reference, setting out its remit. These are reviewed annually by the Company Secretary, with any recommended amendments submitted to the Board for approval. The Board has also adopted a schedule of matters reserved for its decision, Delegated Authority arrangements, and annual schedules of Board and Committee matters, supported by a meeting governance framework that ensures structured, timely, and well-documented decision-making.

A Conflicts of Interest Policy is in place, supported by a register maintained by the Company Secretary, to ensure that any conflicts at Board level are identified, declared, and appropriately managed.

Board papers and supporting information are comprehensive, and current. They draw on a broad range of information sources, provide clear summaries, and explicitly set out the decisions or actions required.

Wherever possible, papers are distributed at least seven days in advance via an electronic platform, allowing sufficient time for Directors to prepare.

Through these structures, policies, and practices, the Board ensures that Directors understand their individual and collective responsibilities, enabling them to act with integrity, exercise independent judgement, and promote the long-term sustainable success of the Group.

Principle 4: Opportunity and risk

At Collinson Group, we are committed to robust and effective risk management, with a proactive approach and a clear delineation of Board responsibilities to safeguard long-term success.

During the year, the Board updated the Company's Risk Appetite to reflect its entrepreneurial spirit, while ensuring alignment with our commitment to ethical conduct and responsible leadership. The Board holds ultimate accountability for approving the Group's risk appetite and ensuring that risk management is integrated into strategic planning and operational decision-making. Through regular oversight, the Board monitors emerging risks, reviews mitigation strategies, and ensures decisions are taken with a full understanding of their potential impacts. Risk considerations are balanced against opportunities to drive sustainable growth and long-term value creation, underpinned by transparency, ethical conduct, and responsible leadership.

To further enhance our capabilities, we have introduced a new dynamic risk platform, enabling more agile decision-making and providing increased oversight by the Senior Leadership Team and the Board. This platform strengthens our ability to identify and respond to emerging risks quickly, while ensuring that governance remains rigorous and responsive to change.

A comprehensive control framework, aligned with recognised standards and best practices, provides structured methodologies for identifying, assessing, managing, and reporting risks across all functions. This includes defined policies, procedures, and internal controls designed to address operational, financial, compliance, and reputational risks. Regular internal and external audits provide assurance on the effectiveness of these controls, with findings reported to the Board and relevant committees.

Accountability for risk management is embedded throughout the organisation. Senior leaders are responsible for implementing risk controls within their areas, while the Board maintains oversight of the overall risk profile and adherence to ethical standards.



Principle 5: Remuneration

TCG recognises the importance of fair, transparent, and proportionate remuneration in supporting the attraction, retention, and motivation of talent. While there is currently no formal Remuneration Committee or consolidated remuneration policy for senior leaders, pay arrangements are managed across the business with oversight and alignment to recognised best practice.

Remuneration decisions are informed by market benchmarks, business performance, and individual contribution, ensuring pay structures are competitive, equitable, and consistent with TCG's values. Consideration is also given to remuneration across the wider workforce to reinforce a sense of shared purpose.

The Board remains committed to reviewing the potential benefits of formalising its remuneration policy and governance arrangements in line with evolving best practice and stakeholder expectations.

Principle 6: Stakeholder relationships and engagement

The Board recognises that behaving responsibly and sustainably is fundamental to achieving its purpose, and is accountable for the Group's ESG strategy, risk management, and reporting.

The Board ensures workforce policies and practices reflect the Group's purpose and values. Employees are encouraged to raise concerns through the Speak Up Policy, which provides both internal channels and an externally facilitated confidential advice line. Reports are monitored by the Board and addressed through the Group Audit & Risk Committee.

Stakeholder engagement over the year has included:

- **Employees:** Annual engagement surveys, quarterly global TCG and CIL Townhalls with directors and senior management, and monthly Operating Company and regional Townhalls.
- **Strategy and planning:** TCG and CIL strategy events.
- **Clients and partners:** Regular meetings to understand and respond to their needs.

TCG also publishes this ESG report, a TCFD report, a Modern Slavery Statement, and a Section 172 report, alongside annual disclosures to CDP and EcoVadis, demonstrating our commitment to transparency, responsible business practices, and long-term value creation.



Responsible Procurement

In FY25, our Procurement Team has renewed its commitment under the CIPS Corporate Ethics Register, with all members completing the CIPS Corporate Ethics Training, and continues to build responsible business considerations into its policies, processes and third-party engagements.

Our Operating Businesses have also made important progress. At Collinson Insurance, a revised ESG due diligence questionnaire was issued to key partners and suppliers, strengthening our ability to monitor performance and engage directly on environmental and social considerations. In Airport Dimensions, our supplier diversity programme in the USA continued to create opportunities for local and underrepresented businesses. When refreshing *The Club Charleston*, we partnered with the Charleston Artist Collective, a non-profit gallery that celebrates local talent, to showcase artwork by Sherry Hamilton. This collaboration not only enriched the lounge experience but also reflected our commitment to supporting the cultural vibrancy of the communities where we operate.

We are committed to building diverse, sustainable and ethical supply chains, and to ensuring that our suppliers embrace responsible business practices aligned with our *Expectations for Ethical Supply*.



Product Accessibility

Creating inclusive, welcoming spaces is central to how we design and operate our lounges and services. While accessibility requirements differ across markets, we are committed to ensuring our facilities meet or exceed local regulatory standards and provide a positive experience for all guests.

In the USA, *The Club lounges* designed and operated by Airport Dimensions are built in alignment with the Americans with Disabilities Act (ADA), local building codes and accessibility requirements. Working with our design partners, we take an inclusive approach to accessibility, recognising that at some point, everyone may require accommodation. Key design features include accessible restrooms, nursing rooms (such as at San Francisco), accessible seating integrated throughout lounges, and layouts that address mobility challenges with ramps, elevators and widened doorways.

In the UK, all new builds are designed to meet Building Control and landlord requirements, with additional enhancements introduced where appropriate. For example, at Heathrow Terminal 2, the airport authority required a lower bar access point to improve inclusivity. Our refurbishment programmes also provide the opportunity to incorporate updated regulations and standards, such as revising serveries or washrooms to increase accessibility. Where physical adaptations are not feasible, such as mezzanine levels in older lounges, our teams are trained to provide alternative services, including proactive table service, to ensure all guests can access the full food and beverage offer.

Our lounges are also designed with compliant escape routes and refuge points, and our teams undergo mandatory training to support guests, including those with disabilities, during emergencies. We also work closely

with airport authorities and assisted service providers to ensure a seamless experience for guests requiring additional support, from lounge entry through to boarding.

Accessibility also extends beyond our physical environments. We are actively improving the digital accessibility of our products and platforms, working to align with Web Content Accessibility Guidelines (WCAG). In Collinson Insurance we have introduced *Recite Me*, which provides accessibility features ensuring our digital services can be used by as wide an audience as possible.

By embedding accessibility into both our physical and digital environments, and reinforcing this through training and partnerships, we are ensuring that inclusivity is not an afterthought but a core part of how we design, operate and evolve our products and services.



Sustainable Investments

As part of our ESG strategy, we are committed to ensuring that the way we invest our capital supports sustainable outcomes and contributes to long-term value creation.

In FY25 we drafted our first ESG investment policy as part of our Finance Policy Refresh Programme. This policy, which we aim to approve and implement in FY26, will guide how we allocate capital to funds and organisations that demonstrate responsible business practices and a clear commitment to sustainability.

Our corporate investments policies and processes are also under development as we build out our investments fund and Collinson Investments business. As a minimum, our capital will be invested in products and organisations that value responsible business and are committed to transitioning to sustainable practices. We will also be seeking out opportunities to invest in solutions to the environmental and social challenges we see in the world today.

During the year our focus was on our recent investment in TrvlWell, a scaling business dedicated to promoting health and wellness for travellers. Our support combined financial backing with intellectual capital to help accelerate its growth strategy, reflecting our belief in investments that not only deliver returns but also enhance wellbeing in the industries where we operate.

Within Collinson Insurance, we appointed a dedicated investments manager who is developing a long-term strategy that integrates ESG considerations into future investment decisions. This work represents an important step in aligning our financial stewardship with our responsibility to society and the environment.

Through these actions, we are laying the foundations for an investment approach that drives both commercial success and positive impact, ensuring our capital is used as a force for sustainable growth.





Health and Safety

Protecting the wellbeing of our colleagues, guests and customers is a fundamental responsibility and a core element of our Responsible Core. We aim to maintain high and consistent standards of health and safety across all of our offices and owned airport lounges, ensuring safe environments where people can work, travel and connect with confidence.

In FY25 we refreshed our global Health and Safety Policy, rolling it out across all offices to drive consistency while allowing for local variation where appropriate. We also conducted a review of our office-based incident tracking globally, identifying that 70% of our offices are actively tracking health and safety incidents, and of those, 82% recorded zero incidents. Looking ahead, we will strengthen our data collection to ensure all offices globally are tracking incidents and implementing appropriate response protocols in the event of any incidents occurring.

Standard risk assessments, including fire and general workplace reviews, are conducted at the outset of all office leases, supported by clear procedures for incident reporting, first aid provision and emergency response. Our offices are located in managed environments that meet rigorous standards, and our processes ensure that risks remain low.

Within Airport Dimensions, dedicated health and safety operating procedures are maintained, reflecting the specific requirements of airport environments. Training modules are updated annually and cover areas such as food hygiene and safety, manual handling, sharps disposal, chemical safety, and security awareness. Local airport fire crews also support fire training for managers where available. Visual aids and induction walkthroughs reinforce these protocols, ensuring staff are equipped to respond appropriately to risks.

By maintaining these standards, and by embedding a culture of awareness and accountability, we continue to safeguard the wellbeing of our people, our partners and our guests.

Our Targets and Metrics

As part of our Responsible Core, we have committed to transparently disclosing our impacts and our progress. We have set a series of initial targets, and summarise our progress as follows:



RESPECTING OUR PLANET

We will set Science Based Greenhouse Gas reduction targets by 31st December 2025 and will then monitor targets in line with them thereafter.

FY25 METRIC - ON TRACK



ENGAGING OUR PEOPLE

Achieve and maintain an ESG-related People Engagement score consistently above 80% between FY25 - FY30

FY25 METRIC - 83%

Improve our internal promotion ratio from 4% to 8% by FY30

FY25 METRIC - 4.42%

BY FY30, WE WILL EMPLOY 30% MORE WOMEN AND UNDERREPRESENTED PEOPLE IN LEADERSHIP POSITIONS BY:

increasing our female representation in leadership positions from 26% to 40%

FY25 METRIC - 28%

Baselining our wider representation metrics by FY26 and set an FY30 uplift target for any underrepresented groups

ON TRACK

By FY30 we will actively engage 50% of our people in supporting our Foundation's activities through volunteering or fundraising activities

FY25 METRIC - 50%



HARNESSING OUR DATA

We will develop and implement Collinson's Good Data Principles, ensuring responsible data capture, usage and storage, with full auditability by 31st December 2025, and will then introduce further related targets.

FY25 METRIC - ON TRACK



The Collinson Foundation

Collinson Group has always believed in the power of giving back. For nearly a decade, we've worked with charity partners to make a real difference in our communities. While in the UK Corporate Giving has remained flat in absolute terms year on year, and when adjusting for inflation there has been a fall of around 10% since 2022*, we have fought this trend. Last year alone our investment in our Community Programme increased by 94%. In FY25, almost 3% of our profits went to the **Collinson Foundation** to support our charitable activities across the world.

From our first partnership with Coach Core back in 2016, to our global network of partners today, our goal has always been the same: to tackle inequality and expand access to opportunity.

Last year, we launched the **Collinson Foundation** – to amplify our impact and unlock access to opportunity for those who need it most. Through global partnerships and local programmes, we are focusing our efforts on three areas where we believe we can have the greatest impact:

- **Supporting people in times of crisis** - helping people through life's toughest moments
- **Education & Employment** - equipping people with the skills and opportunities to succeed
- **Entrepreneurship & Innovation** - backing bold ideas for a sustainable future

* https://www.cafonline.org/docs/default-source/corporate-giving-reports-ftse-reports/caf_corporate_giving_report_2025.pdf



Supporting people in times of Crisis

Save the Children

When disaster strikes, the ability to respond quickly and flexibly is crucial to keeping people safe and supported. That's why we support the **Save the Children Emergency Fund**, helping ensure children and families receive immediate assistance in times of crisis.

The Emergency Fund enables Save the Children to act within hours – keeping children safe after a crisis, and staying with communities as they rebuild. Last year, the fund reached more people than ever before. With programmes in 71 countries, and 29% of funding decisions made in under two days, teams can deliver urgent help within the first 48 hours, when it is needed most.

Our commitment extends beyond funding. We are proud to be a founding member of the Humanitarian Network – a collaborative alliance mobilising resources, raising awareness, and driving innovation to support children and families before, during, and after emergencies. Together, the network raised £2,515,041 for the Emergency Fund last year.

Our people play also a vital role in this partnership. We regularly encourage colleagues to support the Emergency Fund ranging from in-office fundraising to challenge events. Highlights last year included;



Taking action in Hong Kong - a team of Collinson volunteers joined Save the Children's Flag Day



Celebrating Christmas Jumper Day - colleagues featured in the nationwide campaign and over the festive period volunteered at festive pop-up shops



Global fundraising - supporting global campaigns and responding to key emergency appeals

Highlights last year (continued);



Rising to the challenge - our London Marathon runners raised over £13,000, which included our Matched Giving programme doubling the impact they had



Gaza Appeal - our legal team raised over £10,000 in response to the Gaza appeal

Last year we also piloted colleague donations to the Emergency Fund via the Priority Pass app so that staff can give back when they travel. Following the successful trial, we hope to expand this to Priority Pass direct customers this year.

Sarah Allan, Save the Children UK’s Head of Humanitarian Response, explains:



Flexible funding not only enables us to quickly and effectively respond to where it is needed most, it also provides long-term stability in how we manage and implement programmes.



Local crisis support

While our partnership with Save the Children enables us to respond to global emergencies, we also know that crises are felt close to home. That's why we partner with charities on the ground in our local communities, supporting people through some of life's toughest challenges.

In the UK, for example, we support The Felix Project, which rescues good-quality surplus food and redistributes it to those who need it most. Our contribution last year helped provide 41,970 meals to some of London's most vulnerable people.

Globally, almost 35% of our total support was directed to charities focused on supporting people in times of crisis, benefitting more than 200 organisations in every region where we have offices. From food banks to homeless shelters, to veteran support and social welfare programmes, these partnerships ensure that help reaches people where it is needed most.



Education and Employment

At Collinson, we are committed to driving social mobility by creating meaningful pathways into education and employment. Through our partnerships, we work to equip people, particularly young people, with the skills, resources, and confidence they need to thrive in their careers and education, ensuring that talent and ambition aren't limited by their circumstances.

Last year, we strengthened this commitment by expanding our network of charity partners within the Education and Employment pillar. Alongside our longstanding relationships with UK-based partners – Coach Core, Save the Children's Girls Impact Fund, and the University of Birmingham – we launched three new regional partnerships with Shadow Careers in South Africa, Teach for Hong Kong in Hong Kong, and Big Brothers Big Sisters in the USA.

These partnerships are helping us to reach more young people globally, with tailored programmes that reflect local needs, from mentorship of young people in the USA to a 14-week program ending in full time employment in South Africa.

Last year, our Education and Employment partnerships empowered more individuals than ever to pursue learning, build skills, and take meaningful steps toward long-term careers.



Highlights include:

- **Tackling education inequity in Hong Kong** - we sponsored Teach For Hong Kong Fellowship Program, supporting their mission to nurture future leaders to bring education equity. This partnership empowered three teaching Fellows, whose unique perspectives and experiences impacted over 350 underprivileged students, transforming their lives by providing quality education, helping them realise their potential, and driving positive change in society.
- **Providing meaningful work through Coach Core** - our funding covers the costs of training 18 apprentices, who go on to deliver coaching sessions to hundreds of thousands of participants, promoting active lifestyles.
- **Mentoring futures in the USA** - our partnership with Big Brothers Big Sisters in Texas and Florida, funds programmes including the BIGFutures college and career readiness initiative for young people aged 16-25+, and mentoring matches between youth (“Littles”) and volunteer adults (“Bigs”)
- **Opening doors to higher education** - we provided scholarships to seven students through the Pathways to Birmingham programme, supporting them with their studies through vital financial support to help with accommodation, transport and essential learning resources like laptops and reading materials. The funding also helps cover the often-overlooked costs of joining societies and clubs while at university, ensuring students can fully participate in university life, and build valuable networks beyond the lecture theatres.
- **Creating career pathways in South Africa** - we are proud to support Shadow Careers, an employability organisation who are focused on removing barriers to employment and empowering young people excluded from the jobs market. Students take part in a 14-week employment training programme and, on graduation, every successful student is matched with one of their partners, and employed into a full time, permanent job. Not only do we fund the programme for a number of students, last year an additional 10 Shadow Career graduates joined the Collinson business as full time employees.
- **Empowering girls** - via the Save the Children Girls Impact Fund, funding global programmes focused on addressing issues girls face. For example, projects such as the Malawi Girl-Led Movement Building Project which advocates for girls’ education and to reduce child marriage.



Globally, 38% of our total charitable funding was directed to charities working in the education and employment space. From scholarships to mentoring, our partnerships are helping to drive social mobility and create lasting change in our local communities.

Last year, these programmes provided life changing support to over 500 direct beneficiaries, including many who secured fulltime paid employment after successfully completing their programme, including within our own business. Our people also played a vital role, with nearly 100 colleagues volunteering more than 500 hours to educational charities, sharing their expertise, energy, and encouragement to help others reach their full potential.



Entrepreneurship and innovation

At Collinson, we recognise the power of entrepreneurial thinking to unlock solutions to some of society's most complex challenges.

While this is our least developed pillar today, it represents an area of growth for the year ahead. In the coming year, we will be partnering with charities and social enterprises that share our vision for innovation, collaborating to pilot microfinancing or impact investing as well as exploring new approaches to delivering social impact.

We will also be launching our new **Employee Grants Programme**, giving our people the opportunity to champion causes they care about most. Colleagues will be invited to pitch for charities of their choice to receive funding, ensuring our community investment reflects the passions and insights of our teams. This initiative will not only direct support to a wider range of impactful organisations but also encourage entrepreneurial thinking within our own workforce - empowering employees to take the lead in driving change.



