

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

STthree plc is the global STEM-specialist talent partner that connects sought-after specialists in life sciences, technology, engineering, and mathematics with dynamic organisations across the world. We are the number one destination for talent in the best STEM markets; operating across 14 countries with over 2,700 colleagues supporting over 8,000 clients.

STthree plc is quoted on the Premium Segment of the London Stock Exchange under the ticker symbol STEM.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	December 1 2020	November 30 2021	Yes	2 years

C0.3

(C0.3) Select the countries/areas in which you operate.

- Austria
- Belgium
- France
- Germany
- Ireland
- Japan
- Luxembourg
- Netherlands
- Singapore
- Spain
- Switzerland
- United Arab Emirates
- United Kingdom of Great Britain and Northern Ireland
- United States of America

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

GBP

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Financial control

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, an ISIN code	ISIN GB00B0KM9T71
Yes, a Ticker symbol	Ticker - STEM

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Chief Executive Officer (CEO)	<p>The Board is responsible for setting the direction of SThree's business strategy with respect to ESG matters, including climate change, setting climate-related targets and assessing and managing climate-related risks and opportunities.</p> <p>The Chief Executive Officer, who sits on the Board, has overall responsibility for sustainability related matters, including climate-related issues and is responsible for reporting to shareholders and the Board. The Chief Executive Officer's Executive Committee ("ExCo") is responsible for implementing the sustainability strategy programme and ensuring the delivery of its commitments, goals and targets in this space. To support the ExCo, the Board has appointed a Group ESG Committee, with attendees including Executives, senior management, Non-Executives, as well as key influencers and external advisors.</p> <p>Example of climate-related decision: In 2021 the ESG Committee, established by the CEO, appointed external consultants, and formed an internal steering group to support the delivery of climate-related scenario analysis. The ESG Committee reviewed climate-related scenario analysis, and integrated climate change as an emerging risk within SThree's risk framework. The CEO appointed the Chief Financial Officer, an executive Board member, as the executive sponsor for climate risk in the business.</p>

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Scheduled – some meetings	<ul style="list-style-type: none"> Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding annual budgets Setting performance objectives Monitoring implementation and performance of objectives Monitoring and overseeing progress against goals and targets for addressing climate-related issues 	<Not Applicable>	<p>SThree works closely with a third-party sustainability consultancy to stay abreast of climate-related issues, risks and opportunities. Regular environmental information such as changes in legislation, climate risks and opportunities, and performance monitoring of climate targets and annual emissions are reviewed and discussed by the ESG Committee 4 times per year. The Group ESG Committee includes Executives, senior management, Non-Executives, as well as key influencers. The committee is responsible for relaying relevant information to the ExCo in order to make decisions and to the Board to receive strategic direction and keep the Board up to date with material issues for the business. To reflect the importance of the topic executive board members have climate related KPIs.</p> <p>An example of progress made recently by the ESG committee, was the decision to establish an internal global renewable energy leadership network. This was a direct outcome established in 2021 as a result of undertaking climate scenario analysis.</p> <p>In addition, PwC audits SThree's SECR Report every year and the board has visibility of the SECR report.</p>

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues	Primary reason for no board-level competence on climate-related issues	Explain why your organization does not have at least one board member with competence on climate-related issues and any plans to address board-level competence in the future
Row 1	Yes	Our CFO is the Chair of our TCFD Steering Committee and Executive Sponsor of climate risk for the group due to his experience and exposure to risk management during previous roles in other listed firms. Over 14 years' experience as a listed company CFO. He is also best placed to assess and monitor the financial impact of climate risk due to his finance experience and proven track record as CFO.	<Not Applicable>	<Not Applicable>

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Chief Executive Officer (CEO)	<Not Applicable>	Assessing climate-related risks and opportunities	<Not Applicable>	Quarterly
Corporate responsibility committee	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Quarterly
Environment/ Sustainability manager	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Quarterly
Other committee, please specify (Risk Committee)	<Not Applicable>	Assessing climate-related risks and opportunities	<Not Applicable>	Annually
Other committee, please specify (Audit Committee)	<Not Applicable>	Assessing climate-related risks and opportunities	<Not Applicable>	Annually

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

The Chief Executive Officer: The Chief Executive Officer who sits on the Board, has overall responsibility for sustainability related matters, including climate-related issues and is responsible for reporting to shareholders and the Board. The CEO is ultimately responsible for both assessing and managing climate-related risks and opportunities. To reflect this responsibility, a monetary bonus linked to the achievement of company-wide carbon reduction targets was established for the CEO. To support the CEO in this role, the Exco has appointed a Group ESG Committee, with attendees including Executives, senior management, Non-Executives, as well as key influencers to ensure the wider business is represented. The responsibilities of the Group ESG Committee is to provide direction in relation to climate-related risks and opportunities and to recommend the implementation of initiatives across its global portfolio. The CFO has been appointed as the executive sponsor of climate risk to support the CEO and the ESG Committee with the management of risk mitigation. Each appointed member of the Group ESG Committee has oversight of key business functions within SThree, providing comprehensive coverage of climate-related issues across the business.

The Chief Financial Officer: The CFO sponsors climate-related scenario analysis across the group which was published in March 2022. The CFO ensures climate change is identified as an emerging risk in SThree's Enterprise Risk Management Framework and is the executive sponsor who ensures climate risks are monitored and mitigated as required.

Head of ESG: The Head of ESG is responsible for implementing SThree's overarching sustainability strategy, including undertaking target-setting ensuring compliance with all environmental legislation across its global markets. They manage the annual emissions reporting process and are responsible for improving SThree's performance year on year. The Head of ESG is responsible for the implementation of TCFD. The Head of ESG needs to ensure that climate change risk owners are in place and mitigating the identified risks, as well as opportunity owners, which inform strategic planning. Monitoring increases in utilities consumption, source of energy supply (e.g renewable electricity), and the associated increase in operating costs is an example of monitoring climate related risks.

Group Chairman: The Chairman of the Board sits on the ESG Committee to give insights and advice related to the Board's main strategy. They ensure the committees decision-making is reported to the board and that any climate-related risks and opportunities are reported appropriately.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	N/A

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Chief Executive Officer (CEO)	Monetary reward	Efficiency target	Financial incentives are in place and are awarded based on good performance against a number of KPIs across a range of factors under a balanced score card approach. These KPIs incorporate ESG/CSR aspects and bonuses are awarded based on performance against these KPIs. Whilst most KPIs are individual, some high-level KPIs which apply generally to management, including the most senior, include: - Helping the business to reduce carbon emissions by 20% by 2024. - Helping to improve office engagement in carbon data capture and behaviour change.
Other, please specify (Head of ESG)	Monetary reward	Efficiency target	The Head of ESG has specific KPI's around the following areas: - Compliance with all relevant environmental legislation. - Engaging employees, particularly around environmental behaviour change. Achieving these KPI's is rewarded with a monetary bonus for the Head of ESG.
Corporate executive team	Monetary reward	Efficiency target	Financial incentives are in place and are awarded based on good performance against a number of KPIs across a range of factors under a balanced score card approach. These KPIs incorporate ESG/CSR aspects and bonuses are awarded based on performance against these KPIs. Whilst most KPIs are individual, some high-level KPIs which apply to all management employees include: - Helping the business to reduce carbon emissions by 20% by 2024. - Helping to improve office engagement in carbon data capture and behaviour change.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	0	5	N/A
Medium-term	5	15	N/A
Long-term	15		N/A

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

We use quantifiable indicators to measure financial impacts, including operating profits (£61m in the reporting year) and operating costs (£295m in the reporting year). A 'substantive financial impact' is defined as one that:

- Leads to 5% reduction in operating profits
- Leads to a 5% increase in operating costs
- Impacts 5 or more offices

A 'substantive strategic impact' is defined as any risks that reduces the ability of the Group to meet its short, medium, and long-term objectives.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

Direct operations

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term

Medium-term

Long-term

Description of process

A standardised framework is used across the business to ensure risks, including those related to climate change, are identified, analysed, monitored and reported in a consistent manner. The risk evaluation process is overseen by the Board, including for climate-related risks at both a company and asset level. This provides a consistent and systematic approach to understanding and mitigating against climate-related risks (current and future) that may have a substantive financial or strategic impact on the Group's ability to achieve its business objectives. Risks are identified, documented, assessed in the short, medium and long term and action is taken to implement mitigation. Climate change & associated risks currently included in the Group's risk matrix sit in the low risk and low impact quadrant.

Transitional risk case study:

As we transition to a net zero economy, we expect increased policy and regulatory requirements. SThree has worked with a third-party sustainability consultancy since 2016 to stay abreast of legislative developments, industry best practice and potential climate change related risks to our business. This starts with the identification of the environmental aspects of our operations which we can control. Our ESG team and our consultants work to identify the risks and opportunities related to these aspects to our business. Any event or circumstance that could prevent the Group's business objectives or goals being achieved are included in the scope of the risks assessment to provide visibility of the risk. Risks are prioritised by way of the Group's ERM processes, with the size and materiality of each risk assessed and compared using their likelihood and potential financial impact. Those scoring high on both measures being prioritised in terms of mitigation effort.

For example, in 2021 whilst undertaking a climate scenario analysis with our third-party consultancy, we identified that the growth of green innovation will create new STEM job opportunities, however there is a risk that we lose market share if we do not respond quickly enough to these new opportunities. Whilst assessing this risk, we identified that employment in energy efficiency globally could expand from under 10 million to 29 million by 2030, while upgrades of grids and energy system flexibility would likely see employment increase over the same period from 7.4 million to 12 million. We respond to this risk by continuously reviewing the markets, introduced new energy market insight tools, and ensure we understand large tenders coming to market, which will allow us to map out recruitment requirements at each stage.

Value chain stage(s) covered

Direct operations

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term

Medium-term

Long-term

Description of process

A standardised framework is used across the business to ensure risks, including those related to climate change, are identified, analysed, monitored and reported in a consistent manner. The risk evaluation process is overseen by the Board, including for climate-related risks at both a company and asset level. This provides a consistent and systematic approach to understanding and mitigating against climate-related risks (current and future) that may have a substantive financial or strategic impact on the Group's ability to achieve its business objectives. Risks are identified, documented, assessed in the short, medium and long term and action is taken to implement mitigation. Climate change & associated risks currently included in the Group's risk matrix sit in the low risk and low impact quadrant.

Physical risk case study:

Physical climate-related risks pose a threat to our profitability. Whilst undertaking a climate scenario analysis, we identified the risk that as global temperatures rise our reliance on cooling will increase. It is predicted that cooling requirements could triple by 2050 (fossil fuelled future scenario). This would lead to increased operating costs, increased offsetting costs to purchase carbon credits to offset the increase in carbon emissions, reputational damage, among others. As a result of assessing this risk, we have committed to targets to move our property portfolio to 100% clean energy which will reduce the environmental impact of increased cooling.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & Inclusion	Please explain
Current regulation	Relevant, always included	<p>We have an Enterprise Risk Management ('ERM') framework which is used to ensure the ongoing monitoring of risks (including climate-related risks) and controls by our Audit Committee and Board. Each risk is graded by likelihood and impact, with those risks scoring the highest being reviewed by the Board to ensure mitigation actions are implemented. In line with this risk evaluation process, current regulation poses a risk to the business in the short term if not mitigated.</p> <p>Example: SThree must comply with environmental regulation in each of the global markets within which it operates. For example, as a listed company in the UK we must comply with the mandatory GHG reporting requirement as detailed in the Companies Act 2006. Article 8 of the EU Energy Efficiency Directive must also be complied with in the UK, Belgium, France, Germany, Luxembourg and the Netherlands. Article 8 has been transposed in the UK as ESOS Phase 2, which poses the risk of least a £50,000 fine if SThree does not comply by the compliance date.</p>
Emerging regulation	Relevant, always included	<p>We have an Enterprise Risk Management ('ERM') framework which is used to ensure the ongoing monitoring of risks (including climate-related risks) and controls by our Audit Committee and Board. Each risk is graded by likelihood and impact, with those risks scoring the highest being reviewed by the Board to ensure mitigation actions are implemented. In line with our risk evaluation process, emerging regulation poses a risk to the business if not mitigated. The regulatory landscape is changing rapidly.</p> <p>Example: The ISSB framework has been in development and will be subject to consultation in 2022. Based on the draft framework there will be a requirement for companies to expand on TCFD and report all sustainability related risks that are material to the business. Since SThree already reports in compliance with the TCFD requirements, the ISSB standards are likely to apply to us for the financial year ending 30 November 2024, subject to the date of endorsement of ISSB's standards by the UK Government.</p>
Technology	Relevant, always included	<p>We have an Enterprise Risk Management ('ERM') framework which is used to ensure the ongoing monitoring of risks (including climate-related risks) and controls by our Audit Committee and Board. Each risk is graded by likelihood and financial impact, with those risks scoring the highest being reviewed by the Board to ensure mitigation actions are implemented.</p> <p>Example: In line with our risk evaluation process, technology is a relevant risk in respect to the types of technologies installed and utilised across SThree's portfolio. From December 2020 – November 2021, during all office moves, we looked at reducing our network devices in the branch offices, we reduced our network footprint in the offices from 193 Devices – 144 Devices. This was a result of migrating multiple 24 port units to a singular 48 port, downsizing equipment and increasing access Points.</p>
Legal	Relevant, always included	<p>We have an Enterprise Risk Management ('ERM') framework which is used to ensure the ongoing monitoring of risks (including climate-related risks) and controls by our Audit Committee and Board. Each risk is graded by likelihood and impact, with those risks scoring the highest being reviewed by the Board to ensure mitigation actions are implemented. In line with our risk evaluation process, current regulation poses a risk to the business in the short term.</p> <p>Example: SThree must comply with environmental regulation in each of the global markets within which it operates. For example, as a listed company in the UK we must comply with the mandatory GHG reporting requirement as detailed in the Companies Act 2006. Article 8 of the EU Energy Efficiency Directive must also be complied within the UK, Belgium, France, Germany, Luxembourg and the Netherlands. Article 8 has been transposed in the UK as ESOS Phase 2, which poses the risk of least a £50,000 fine if SThree does not comply by the compliance date.</p>
Market	Relevant, always included	<p>We have an Enterprise Risk Management ('ERM') framework which is used to ensure the ongoing monitoring of risks (including climate-related risks) and controls by our Audit Committee and Board. Each risk is graded by likelihood and impact, with those risks scoring the highest being reviewed by the Board to ensure mitigation actions are implemented. In line with our risk evaluation process, market risks are considered high risk to the business if not mitigated.</p> <p>Example: We operate within engineering, a sector influenced by climate pressures. Under a renewable lead-growth future there are significant market growth opportunities for SThree, and a risk if we do not respond quickly enough to these changes. There is a growing opportunity to place candidates into the renewable energy sector. As a result, a larger headcount is required to quickly respond to the changing needs of clients. We are therefore working to increase our consultant capacity over the next two decades. In the most recent reporting period, we grew our headcount in the US market to 95, which is an increase of 40 employees, or a 73% increase.</p>
Reputation	Relevant, always included	<p>With the increasing focus on climate change, being involved in high emitting sectors comes with increasing reputational risk. Working with high emitting clients could impact our reputation by association in the eyes with some stakeholders. We are taking steps to mitigate this risk by better understanding the role we can play in the low carbon transition of our clients and positioning ourselves as the talent partner to that transition.</p> <p>Example: We have started taking steps to better understand the environmental impact of our suppliers, and how we can begin influencing change. Beginning in 2020, we implemented an initiative to collect climate data from our suppliers. We use an online questionnaire to gather climate data, using these results, we can begin working with suppliers who put more emphasis into managing their own environmental impact, thereby influencing others to do the same.</p>
Acute physical	Relevant, sometimes included	<p>We have an Enterprise Risk Management ('ERM') framework which is used to ensure the ongoing monitoring of risks (including climate-related risks) and controls by our Audit Committee and Board. Each risk is graded by likelihood and impact, with those risks scoring the highest being reviewed by the Board to ensure mitigation actions are implemented. In line with our risk evaluation process, acute physical risks are considered relevant to the business.</p> <p>Example: We have determined that extreme weather events can impact the markets in which SThree operates and can have an impact on access to offices, technology, and more. The risk is that this could lead to a reduction in productivity due to lack of access to offices or colleagues' inability to work due to power outages, which in turn impact our operating profit. The risk is currently at an acceptable level, with only 7 offices at significant risk to these events. During the reporting period, we deployed remote working technology and infrastructure to ensure every colleague can deliver their role from home, or at an alternative location if both the office and working from home are not possible. This ensures that there is a minimum risk in productivity dropping during these times. Severe weather considerations are now embedded into our property strategy to ensure that we identify current or emerging weather patterns in both existing and emerging locations, informing decision making on the locations of our operations.</p>
Chronic physical	Relevant, always included	<p>We have an Enterprise Risk Management ('ERM') framework which is used to ensure the ongoing monitoring of risks (including climate-related risks) and controls by our Audit Committee and Board. Each risk is graded by likelihood and impact, with those risks scoring the highest being reviewed by the Board to ensure mitigation actions are implemented. In line with our risk evaluation process, chronic risks are considered relevant to the business.</p> <p>Example: With global temperatures steadily increasing, and no indication of them slowing down, it is predicted that cooling requirements could triple by 2050 (in a fossil fuelled future scenario). The risks to SThree include increased operational costs, difficulty accessing renewable energy as demand increases across all markets, increased offsetting costs to purchase carbon credits, increased reputational damage of increasing our carbon footprint rather than limiting emissions. To mitigate these risks, we have committed to targets to move our property portfolio to 100% clean energy which will reduce the impact of cooling on the environment. However, we will remain focused on reducing consumption and our overall carbon footprint. Furthermore, in the reporting period, we partnered with a new carbon offsetting project to support the development of a longer-term strategy aligned to carbon neutrality and carbon reduction ambitions.</p>

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Current regulation	Enhanced emissions-reporting obligations
--------------------	--

Primary potential financial impact

Increased direct costs

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

SThree must comply with environmental regulation and reporting requirements in each of the global markets within which it operates. Therefore, there is a potential risk around changes to guidelines and/or failure to comply. For example, as a listed company in the UK we must comply with the mandatory GHG reporting requirement as detailed in the Companies Act 2006 and Article 8 of the EU Energy Efficiency Directive (ESOS Phase 2). Article 8 must also be complied with in Belgium, France, Germany, Luxembourg and the Netherlands.

Time horizon

Short-term

Likelihood

Likely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

650000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

The total cost of non-compliance would be: - Directive in the UK: £50,000 (ESOS phase 2) - Estimated cost of non-compliance with Article 8 in SThree's European markets (UK and Ireland, France, Belgium, Germany, Luxembourg, Netherlands): £250,000 (£50,000 x 5) - Estimated cost of non-compliance with similar environmental legislation in non-EU countries: (Switzerland, Australia, Hong Kong, Japan, Singapore, UEA, US): £350,000 (£50,000 x 7). TOTAL COST of non-compliance: £650,000.

Cost of response to risk

16681

Description of response and explanation of cost calculation

SThree manage and mitigate this risk by investing in our reporting capabilities by regularly reviewing the regulatory landscape through our ERM processes and by employing internal professionals and external consultants to support with our reporting obligations, following internationally compliant protocols.

Case study – Working with our external consultants we calculated our market-based carbon footprint for the 2020-21 reporting year as 1,142 tCO₂e and published our results in our annual report which is published online. Similarly, for Article 8 we will manage this risk by working with our internal teams and external consultants to identify SThree's reporting requirements in each country and put in place procedures to ensure compliance. Cost of consultancy = cost of response to risk = £16,681.

Comment

Cost of consultancy support.

Identifier

Risk 2

Where in the value chain does the risk driver occur?

Downstream

Risk type & Primary climate-related risk driver

Market	Changing customer behavior
--------	----------------------------

Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Failure to manage and reduce our environmental impact could have a detrimental reputational impact on our business as a recruitment company, particularly in terms of our perception amongst customers who may choose competitors with a more developed strategy to sustainability.

Time horizon

Medium-term

Likelihood

More likely than not

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

22600000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Our net fees for the renewables sector were £22.6 million in the most recent reporting year. The sector places a high emphasis on partnering with companies which show an effort to reduce and mitigate their environmental impact. A reputational risk could reduce demand from services for this sector and potentially lead to a complete loss of revenue from the renewables sector.

Cost of response to risk

25534

Description of response and explanation of cost calculation

Our ESG team actively monitor and manage our environmental impact to ensure that we understand where our greatest impacts are and take action to improve our sustainability performance. This is done in conjunction with our sustainability consultants, who present ideas for improvement to the team regularly (at least every 6-months).

Case study – We have recently published a climate-related scenario analysis report with input from our sustainability consultants. This has helped us align to the main four TCFD pillars, as well as identifying climate specific risks and opportunities. The cost of this response included the cost of working with a third-party consultancy = £15,534, and the internal cost of producing this report = £10,000. (£15,534 + £10,000).

Comment

Cost of consultancy support

Identifier

Risk 3

Where in the value chain does the risk driver occur?

Upstream

Risk type & Primary climate-related risk driver

Chronic physical	Other, please specify (Raw material availability)
------------------	---

Primary potential financial impact

Increased indirect (operating) costs

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

As an office-based company, costs associated with raw materials (energy, paper, fuel consumption for company cars etc.) comprise a proportion of our total operating costs. For example, procuring electricity and gas for our offices is essential to business function and an increase in price as a result of fluctuations of climate-related factors (e.g. increased levels of drought or flooding) could have an impact on our operational costs.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

1003282

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Based on the assumption that 1% of our operating costs are spent on energy, and that energy prices could rise by 5% each year (at the time of our reporting period). Operating costs in 2019/2020 = £295m. Estimated energy spend in 2019/2020 = £2.95m. 5% increase each year: 2019/2020 = £2,950,000.

Year 1 = £3,097,500.

Year 2 = £3,252,375.

Year 3 = £3,414,994.

Year 4 = £3,414,994.

Year 5 = £3,765,031.

Year 6 = £3,953,282.

Impact = £3,953,282 - £2,950,000 = £1,003,282

Cost of response to risk

4365

Description of response and explanation of cost calculation

SThree regularly assess opportunities to improve energy efficiency through the Group ESG Committee and our 6-monthly carbon footprint work with our external consultants. The business evaluates the business case for each investment and invests where viable.

Case study – We previously identified a range of energy efficiency projects with our sustainability consultants. Since identifying a range of possible projects, we have introduced green leases to all our new properties. This ensures that SThree work and operate in more energy efficient buildings moving forward, limiting consumption, and reducing carbon output.

The cost of realising this opportunity was the cost of hiring a third-party consultancy to help collaborate on understanding and acting on these opportunities.

Comment

Cost of consultancy support.

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Opp1

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Energy source

Primary climate-related opportunity driver

Use of lower-emission sources of energy

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

As an office-based company, costs associated with raw materials (e.g. energy) comprise a significant proportion of our total operating costs. In addition every year we offset our complete carbon footprint as calculated. SThree have identified an opportunity to source lower-emission energy for many of our offices, which has resulted in lower indirect operating costs, because we then purchased a reduced number of carbon offsets.

Time horizon

Short-term

Likelihood

Likely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

76927

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

During the most recent reporting year ending November 2021, 52% of our acquired electricity was obtained from renewable sources. This figure represents the cost of procuring this energy.

Cost to realize opportunity

18488

Strategy to realize opportunity and explanation of cost calculation

Where we procure energy that is not renewable, we offset our resulting carbon footprint by procuring carbon credits. The cost to offset our carbon footprint, where we haven't procured renewable energy is the cost of purchasing 1,400t of carbon offsets for the 2021 reporting year, plus consulting costs to select and access those carbon offsets.

Comment

Cost of accessing and purchasing carbon offsets.

Identifier

Opp2

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Markets

Primary climate-related opportunity driver

Access to new markets

Primary potential financial impact

Increased revenues through access to new and emerging markets

Company-specific description

The intensified energy transition required to limit global warming is expected to fuel an increase in the green jobs sector from 10m to 29m by 2030 (IRENA). This provides SThree a large opportunity to provide talent to the low carbon transition, as through our climate scenario analysis we have identified an opportunity where the size of our potential market will triple in the next decade. This is particularly relevant in our three largest markets (USA, DACH and EMEA) where we have strong market penetration in the renewables sector, and would look to maintain this market share as the market grows.

Time horizon

Long-term

Likelihood

Likely

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

1010000

Potential financial impact figure – maximum (currency)

3180000

Explanation of financial impact figure

During our climate scenario analysis, we used the NGFS scenario data to look at the potential investment into electricity generated from wind in our major markets the USA, UK, Germany and the Netherlands. We linked this growing energy supply to a growing demand for candidates using peer reviewed academic research which translates increased investment in energy generation, to an increase in direct employment need within that sector. This enabled us to calculate the maximum potential additional net fees available to SThree in the long term (1.5 degrees pathway), and the minimum potential additional net fees over the same timeframe (3 degree pathway).

Cost to realize opportunity

8610000

Strategy to realize opportunity and explanation of cost calculation

To take advantage of this potential growth we will grow using our existing infrastructure and business model over the period. Therefore, we will be able to maintain our existing net fee margin as we take advantage of this growing market. The cost to realise this opportunity is the direct expenses we face, when we grow our market share, using our existing net margin, 27%.

For example, using the maximum potential impact figure. $3,180,000/0.27 = 11,790,000$. Cost to realise opportunity = $11,790,000*(1-0.27) = 8,160,000$.

Comment

Direct costs.

Identifier

Opp3

Where in the value chain does the opportunity occur?

Downstream

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Other, please specify (Shift in consumer preferences)

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

In all major markets in which we operate we have seen a sharp and immediate increase in demand for candidates into the renewable energy space. To take advantage of this we are increasing our workforce to be able to meet this demand, and have set ourselves a target of doubling our share of the global renewables market, in the markets in which we operate, by 2024.

Time horizon

Short-term

Likelihood

More likely than not

Magnitude of impact

High

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

9700000

Potential financial impact figure – maximum (currency)

17000000

Explanation of financial impact figure

During our climate scenario analysis, we used the NGFS scenario data to look at the potential investment into renewable energy and associated technologies our major markets. We linked this growing energy supply to a growing demand for candidates using peer reviewed academic research which translates increased investment in energy generation, to an increase in direct employment need within that sector. From there we applied our net fees in each of the major regions that we operate in, and extrapolated out potential net fees under a 1.5 degree pathway, and 3 degree pathway. This enabled us to calculate the potential maximum and minimum additional net fees we could obtain by 2024 by doubling our renewables business.

Cost to realize opportunity

50005725

Strategy to realize opportunity and explanation of cost calculation

To take advantage of this potential growth we will grow using our existing infrastructure and business model over the period. Therefore we will be able to maintain our existing net fee margin as we take advantage of this growing market. The cost to realise this opportunity is the direct expenses we face, when we grow our market share, using our existing net margin 27%.

Comment

Direct costs.

C3. Business Strategy**C3.1****(C3.1) Does your organization’s strategy include a transition plan that aligns with a 1.5°C world?****Row 1****Transition plan**

Yes, we have a transition plan which aligns with a 1.5°C world

Publicly available transition plan

Yes

Mechanism by which feedback is collected from shareholders on your transition plan

We have a different feedback mechanism in place

Description of feedback mechanism

During our interims and end of year reporting we provide an update to all shareholders on our progress made towards our transition plan. This includes both at our performance announcement and during our shareholder roadshow. Opportunity is then given to shareholders to share any feedback. Verbal feedback is noted during the roadshows with the opportunity of a question and answer session.

In addition, SThree announced their TCFD Report via an RNS.

Frequency of feedback collection

More frequently than annually

Attach any relevant documents which detail your transition plan (optional)

TCFD report to be attached.
sthree-tcf-report-23-02-22.pdf

Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future

<Not Applicable>

Explain why climate-related risks and opportunities have not influenced your strategy

<Not Applicable>

C3.2**(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?**

	Use of climate-related scenario analysis to inform strategy	Primary reason why your organization does not use climate-related scenario analysis to inform its strategy	Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future
Row 1	Yes, qualitative and quantitative	<Not Applicable>	<Not Applicable>

(C3.2a) Provide details of your organization’s use of climate-related scenario analysis.

Climate-related scenario		Scenario analysis coverage	Temperature alignment of scenario	Parameters, assumptions, analytical choices
Transition scenarios	Customized publicly available transition scenario	Company-wide	1.5°C	<p>SThree used the Network for Greening the Financial System (NGFS) Climate Scenarios that have been developed to provide a common starting point for analysing climate risks to the economy and financial system.</p> <p>The scenarios are generated by state-of-the-art well-established integrated assessment models (IAMs). These models allow the estimation of global and regional mitigation costs, the analysis of energy system transition characteristics, the quantification of investments required to transform the energy system, and the identification of synergies and trade-offs of sustainable development pathways.</p> <p>Parameters</p> <p>The model used followed the trajectory of current policy scenarios until 2020. Next, the model ran until 2040 with a 5-year time step. This enabled SThree to understand the risks and opportunities of each scenario at each different time period.</p> <p>We also used a range of STEM market share change percentages, this allowed us to analyse the results on a wide range of possible future scenarios for our business.</p> <p>Assumptions</p> <p>The NGFS scenario explored a range of assumptions for how climate policy, emissions, and temperatures evolve over the next few decades.</p> <p>Scenario selected:</p> <ul style="list-style-type: none"> - Immediate 1.5°C with CDR: A scenario that after limited overshoot returns warming to below 1.5° C in 2100 with full availability of CDR technologies and immediate introduction of comprehensive emission pricing <p>Whilst SThree's risk assessment methodology accounts for mitigating activities, each scenario presented in the analysis assumes no mitigation actions are taken by SThree.</p> <p>Financial opportunity thresholds are assumed to be exactly inverse to financial risk thresholds (i.e., a fundamental opportunity is an increase of >=£0.9m in profit before tax).</p> <p>All 'Baseline/Business-as-usual' scenarios assume no climate change and therefore there is no impact on SThree's external operating or commercial environment.</p> <p>Risk scoring criteria thresholds assumed to remain static through time.</p> <p>The models also did not incorporate climate feedback loops.</p> <p>Analytical choices</p> <p>All of the NGFS scenarios used are based off of SSP2 socio-economic assumptions. These socio-economic pathways (SSPs) describe the different possible socio-economic futures in the absence of climate policy intervention. These assumptions provide room to analyse the effect of different policies and climate impacts.</p>
Transition scenarios	Customized publicly available transition scenario	Company-wide	1.6°C – 2°C	<p>SThree used the Network for Greening the Financial System (NGFS) Climate Scenarios that have been developed to provide a common starting point for analysing climate risks to the economy and financial system.</p> <p>The scenarios are generated by state-of-the-art well-established integrated assessment models (IAMs). These models allow the estimation of global and regional mitigation costs, the analysis of energy system transition characteristics, the quantification of investments required to transform the energy system, and the identification of synergies and trade-offs of sustainable development pathways.</p> <p>Parameters</p> <p>The model used followed the trajectory of current policy scenarios until 2020. Next, the model ran until 2040 with a 5-year time step. This enabled SThree to understand the risks and opportunities of each scenario at each different time period.</p> <p>We also used a range of STEM market share change percentages, this allowed us to analyse the results on a wide range of possible future scenarios for our business.</p> <p>Assumptions</p> <p>The NGFS scenario explored a range of assumptions for how climate policy, emissions, and temperatures evolve over the next few decades.</p> <p>Scenarios selected:</p> <ul style="list-style-type: none"> - Delayed 2°C with CDR <p>Whilst SThree's risk assessment methodology accounts for mitigating activities, each scenario presented in the analysis assumes no mitigation actions are taken by SThree.</p> <p>Financial opportunity thresholds are assumed to be exactly inverse to financial risk thresholds (i.e., a fundamental opportunity is an increase of >=£0.9m in profit before tax).</p> <p>All 'Baseline/Business-as-usual' scenarios assume no climate change and therefore there is no impact on SThree's external operating or commercial environment.</p> <p>Risk scoring criteria thresholds assumed to remain static through time.</p> <p>The models also did not incorporate climate feedback loops.</p> <p>Analytical choices</p> <p>All of the NGFS scenarios used are based off of SSP2 socio-economic assumptions. These socio-economic pathways (SSPs) describe the different possible socio-economic futures in the absence of climate policy intervention. These assumptions provide room to analyse the effect of different policies and climate impacts.</p> <p>The model ran until 2040, with a 5-year time step. Which allowed a wide overview of all scenarios at different time horizons.</p>

Climate-related scenario		Scenario analysis coverage	Temperature alignment of scenario	Parameters, assumptions, analytical choices
Transition scenarios	Customized publicly available transition scenario	Company-wide	3.1°C - 4°C	<p>SThree used the Network for Greening the Financial System (NGFS) Climate Scenarios that have been developed to provide a common starting point for analysing climate risks to the economy and financial system.</p> <p>The scenarios are generated by state-of-the-art well-established integrated assessment models (IAMS). These models allow the estimation of global and regional mitigation costs, the analysis of energy system transition characteristics, the quantification of investments required to transform the energy system, and the identification of synergies and trade-offs of sustainable development pathways.</p> <p>Parameters</p> <p>The model used followed the trajectory of current policy scenarios until 2020. Next, the model ran until 2040 with a 5-year time step. This enabled SThree to understand the risks and opportunities of each scenario at each different time period.</p> <p>We also used a range of STEM market share change percentages, this allowed us to analyse the results on a wide range of possible future scenarios for our business.</p> <p>Assumptions</p> <p>The NGFS scenario explored a range of assumptions for how climate policy, emissions, and temperatures evolve over the next few decades.</p> <p>Scenario selected:</p> <p>- Current policies: A scenario in which no further climate policies are enacted. In this scenario, emissions grow until 2080 leading to about 3-degrees of warming and severe physical risk.</p> <p>Whilst SThree's risk assessment methodology accounts for mitigating activities, each scenario presented in the analysis assumes no mitigation actions are taken by SThree.</p> <p>Financial opportunity thresholds are assumed to be exactly inverse to financial risk thresholds (i.e., a fundamental opportunity is an increase of >=£0.9m in profit before tax).</p> <p>All 'Baseline/Business-as-usual' scenarios assume no climate change and therefore there is no impact on SThree's external operating or commercial environment.</p> <p>Risk scoring criteria thresholds assumed to remain static through time.</p> <p>The models also did not incorporate climate feedback loops.</p> <p>Analytical choices</p> <p>All of the NGFS scenarios used are based off of SSP2 socio-economic assumptions. These socio-economic pathways (SSPs) describe the different possible socio-economic futures in the absence of climate policy intervention. These assumptions provide room to analyse the effect of different policies and climate impacts.</p> <p>The model ran until 2040, with a 5-year time step. Which allowed a wide overview of all scenarios at different time horizons.</p>

C3.2b

(C3.2b) Provide details of the focal questions your organization seeks to address by using climate-related scenario analysis, and summarize the results with respect to these questions.

Row 1

Focal questions

1. What climate-related risks and opportunities exist for SThree and how can we align our business plans to mitigate the risks and take advantage of the opportunities?
2. What external changes are we relying upon for success? Where are the weaknesses in our strategy given possible climate scenarios and what is our action plan to overcome these?
3. How sensitive is SThree to assumptions or velocity shifts?

Results of the climate-related scenario analysis with respect to the focal questions

1. Scenario analysis enables SThree to understand the range of opportunities associated with various scenarios, test its current strategy and business plan against these, assess where weaknesses may exist and allocate capital against this. Through climate-scenario analysis, we identified that SThree could lose revenue from the Oil & Gas sector under a low carbon future. Conversely, there is an emergence of sustainable recruitment consultants, and SThree, as a STEM recruiter, are naturally aligned to take advantage of this. We will ensure that capital is allocated to these renewable business sectors so that we can fully harness the climate-related opportunities and take advantage of the growing market.
2. Scenario analysis enables SThree to understand the range of risks associated with various scenarios, test its current strategy and business plan against these, assess where weaknesses may exist and allocate capital against this. We recognise climate-related reporting requirements and stakeholder expectations are increasing year-on-year, as such, we are increasing the resources in these areas.
3. SThree is not resistant to the effects of climate change. Climate-scenario analysis allowed us to identify the factors upon which our success depends and how these are likely to evolve with different plausible future scenarios.

Rationale for selecting scenarios detailed in C3.2a:

- We have chosen three different scenarios; one which assumes climate policies are introduced early substantially reducing the effects of transitional risks and physical risks, one which explores a higher transition risk, with carbon prices higher for any given temperature outcome than the previously listed scenario. Lastly, we chose a 'current policy' scenario, which examines a world where no further climate policies are enacted.

- Using the NGFS climate scenarios provided us with the easiest route to undertake climate scenario analysis, so that we were able to promptly examine different possible climate scenarios and begin incorporating any learning into our business strategy.

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	<p>Impact: Climate change has implications for financial performance, either directly or indirectly through impacting revenues, expenditure, assets, and liabilities. How we respond to these risks and opportunities will drive our access to capital. As a result of completing a climate scenario analysis study we identified areas of opportunity for our business.</p> <p>Case study: 3% of net fees globally are derived from Oil & Gas clients. Under a low-carbon transition, potential net fees from these clients could be lost due to divestment and a reduction in client demand. There is a risk that we lose revenue from reduced interest in the sector, and from maintaining consultant expenditure to recruit into this area when there are limited opportunities available. Regularly reviewing these market sectors will allow us to identify both expanding market opportunities and reduce the risk of contracting market areas. For example, we have recently grown our headcount in our US market by 73% to take advantage of the growing renewables sector in this area.</p>
Supply chain and/or value chain	Yes	<p>Impact: The growing importance of environmental performance and management is already having an impact on STthree. Customers in our supply chain increasingly request environmental data and information as part of their procurement processes and we now expect to provide CSR reports, wider environmental and sustainability data as part of the assessment process. As a result, we're putting effort into our supply-chain management capabilities.</p> <p>Case study: We have increased the engagement in our SRM system. In the most recent reporting period, the percentage of procurement spend we procure through the system has increased from 5% to 74%, this SRM system captures the following: - No. suppliers with a sustainability policy. - No. suppliers with a carbon reduction target .</p> <p>Those who answer yes to the above questions receive a higher score. Within our RFP we ask bidders how they will contribute to our carbon reduction target. Their response is representative of 17% of their total scoring criteria. The response is graded and contributes to their overall scoring.</p>
Investment in R&D	Yes	<p>Impact: The COVID-19 pandemic accelerated the need for additional technology systems that would enable and improve collaboration in a hybrid working model. In addition, this way of working has enabled us to further reduce our carbon footprint through the reduction of travelling emissions. Furthermore, investment into technology systems that would improve collaboration in a hybrid working model will help us be more resilient to acute physical risks such as extreme weather events under a 'current policy' climate scenario.</p> <p>Case study: In 2021 we have replaced 21 Meeting rooms that were using Polycom Group 500 Series to a new model Polycom E70. These new devices aren't constantly drawing power like the previous models. The Polycom E70 has a sensor on the device that forces the device into standby mode if nobody is present within the room.</p>
Operations	Yes	<p>Impact: At STthree we always strive to identify ways to minimise our impact on the environment and reduce our emissions. As a result we review the way we do business and adapt our operations to decrease our footprint our business has on the environment.</p> <p>Case study: A fossil fuelled climate scenario predicted that cooling requirements could triple by 2050. This scenario presents a number of risks to STthree including increased operational costs, difficulty accessing renewable energy systems as demand increases, increased cost of purchasing carbon credits, among others. To mitigate these risks, we have committed to targets to move our property portfolio to 100% clean energy which will reduce the impact of cooling on the environment. We also wanted to reduce overall consumption and have subsequently introduced green leases to help achieve this goal.</p>

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Direct costs Capital expenditures	<p>Impact: We have identified a risk of increasing energy usage costs to the business under a 'current policies' scenario – there will likely be an increase in energy usage costs as temperatures rise. We have since invested in upgraded technology for our offices and employees. For example, in the most recent reporting period, we have migrated 60% of our estate to Teams Calling and as a result we have decommissioned 1700 Avaya desk phones that were always on. We will continue to invest in upgraded, energy efficient equipment into the future to limit energy consumption.</p>

C3.5

(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's transition to a 1.5°C world?

Yes

C3.5a

(C3.5a) Quantify the percentage share of your spending/revenue that is aligned with your organization's transition to a 1.5°C world.

Financial Metric

Revenue

Percentage share of selected financial metric aligned with a 1.5°C world in the reporting year (%)

6.7

Percentage share of selected financial metric planned to align with a 1.5°C world in 2025 (%)

Percentage share of selected financial metric planned to align with a 1.5°C world in 2030 (%)

Describe the methodology used to identify spending/revenue that is aligned with a 1.5°C world

Using climate scenario analysis to inform our strategy, we identify spending/revenue from the renewables sector to be aligned with a 1.5-degree world.

For example, we would classify recruiting engineers, technicians, consultants, and others into the renewable wind sector as spending/revenue that aligns with a 1.5-degree world. We expect the percentage of our spend aligned with a 1.5-degree world to increase over the next few decades as these renewable markets expand.

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Absolute target

C4.1a

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number

Abs 1

Year target was set

2020

Target coverage

Company-wide

Scope(s)

Scope 1

Scope 2

Scope 3

Scope 2 accounting method

Location-based

Scope 3 category(ies)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Other (upstream)

Base year

2019

Base year Scope 1 emissions covered by target (metric tons CO2e)

1270

Base year Scope 2 emissions covered by target (metric tons CO2e)

1406

Base year Scope 3 emissions covered by target (metric tons CO2e)

2252

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

4928

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

100

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

100

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

100

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

Target year

2024

Targeted reduction from base year (%)

20

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]

3942.4

Scope 1 emissions in reporting year covered by target (metric tons CO2e)

400

Scope 2 emissions in reporting year covered by target (metric tons CO2e)

408

Scope 3 emissions in reporting year covered by target (metric tons CO2e)

585

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

1393

% of target achieved relative to base year [auto-calculated]

358.664772727273

Target status in reporting year

Achieved

Is this a science-based target?

No, but we anticipate setting one in the next 2 years

Target ambition

<Not Applicable>

Please explain target coverage and identify any exclusions

Emissions within SECR.

Plan for achieving target, and progress made to the end of the reporting year

<Not Applicable>

List the emissions reduction initiatives which contributed most to achieving this target

There were a number of emission reduction activities undertaken which contributed to achieving this target. These include transitioning to working and collaborating online using Microsoft teams. Increasing the percentage of green electricity at our offices, upgrading IT equipment to reduce energy usage, to name a few.

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

Target(s) to increase low-carbon energy consumption or production

C4.2a

(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.

Target reference number

Low 1

Year target was set

2019

Target coverage

Company-wide

Target type: energy carrier

Electricity

Target type: activity

Consumption

Target type: energy source

Renewable energy source(s) only

Base year

2019

Consumption or production of selected energy carrier in base year (MWh)

1001

% share of low-carbon or renewable energy in base year

28

Target year

2024

% share of low-carbon or renewable energy in target year

60

% share of low-carbon or renewable energy in reporting year

52

% of target achieved relative to base year [auto-calculated]

75

Target status in reporting year

Underway

Is this target part of an emissions target?

Yes, the company set up this goal to reduce absolute GHG emissions by 2024 .

Is this target part of an overarching initiative?

Other, please specify (it is an overarching initiative to reduce absolute carbon emissions and align our targets with climate science.)

Please explain target coverage and identify any exclusions

This target includes all 42 leased offices of STthree.

Plan for achieving target, and progress made to the end of the reporting year

We have recently introduced green leases into all of our new properties. This will continue to help reduce the amount of non-renewable energy we use in our offices. Additionally, we have already increased low carbon electricity mix usage by 24% since our base year in 2019.

List the actions which contributed most to achieving this target

<Not Applicable>

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	3	1281
To be implemented*	4	1258
Implementation commenced*	4	0
Implemented*	1	36
Not to be implemented	0	0

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Company policy or behavioral change	Other, please specify (upgrading 1326 laptops to reduce energy usage within the business)
-------------------------------------	---

Estimated annual CO2e savings (metric tonnes CO2e)

36

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Scope 2 (market-based)

Scope 3 category 4: Upstream transportation & distribution

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

366000

Investment required (unit currency – as specified in C0.4)

331500

Payback period

1-3 years

Estimated lifetime of the initiative

3-5 years

Comment

SThree has invested in purchasing upgraded laptops for member of staff. The updated models with save SThree around 142,000 kWh per annum.

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Compliance with regulatory requirements/standards	Sites/assets with high energy and/or resource consumption have been identified through calculating our carbon footprint (a requirement of the mandatory greenhouse gas reporting regulations in the UK).

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products.

Level of aggregation

Group of products or services

Taxonomy used to classify product(s) or service(s) as low-carbon

No taxonomy used to classify product(s) or service(s) as low carbon

Type of product(s) or service(s)

Other	Other, please specify (Recruiting professionals into the renewables sector.)
-------	--

Description of product(s) or service(s)

SThree considers placing professionals into the renewables sector to be a low-carbon service. These professionals help to drive forward the green revolution, and therefore contribute to a low carbon future.

Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

No

Methodology used to calculate avoided emissions

<Not Applicable>

Life cycle stage(s) covered for the low-carbon product(s) or services(s)

<Not Applicable>

Functional unit used

<Not Applicable>

Reference product/service or baseline scenario used

<Not Applicable>

Life cycle stage(s) covered for the reference product/service or baseline scenario

<Not Applicable>

Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

<Not Applicable>

Explain your calculation of avoided emissions, including any assumptions

<Not Applicable>

Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

6.7

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

No

Name of organization(s) acquired, divested from, or merged with

<Not Applicable>

Details of structural change(s), including completion dates

<Not Applicable>

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	Yes, a change in boundary	SThree has now conducted a full Scope 3 assessment for FY21, FY20 and FY19, assessing all 15 categories. Certain Scope 3 categories were excluded in previous disclosures. SThree has calculated 9 of the 15 categories in Scope 3. The remaining categories were selected to be not relevant after assessment.

C5.1c

(C5.1c) Have your organization's base year emissions been recalculated as result of the changes or errors reported in C5.1a and C5.1b?

	Base year recalculation	Base year emissions recalculation policy, including significance threshold
Row 1	Yes	SThree has now conducted a full Scope 3 assessment for FY21, FY20 and FY19, assessing all 15 categories. Previously, certain Scope 3 categories were excluded from SThree's baseline year. SThree has calculated 9 of the 15 categories in Scope 3. The remaining categories were selected to be not relevant after assessment. This has increased the FY19 carbon footprint by more than 5% and triggered a base year recalculation .

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

1270

Comment

N/A

Scope 2 (location-based)

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

1406

Comment

N/A

Scope 2 (market-based)

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

1142

Comment

N/A

Scope 3 category 1: Purchased goods and services

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

22532

Comment

N/A

Scope 3 category 2: Capital goods

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

695

Comment

N/A

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

618

Comment

N/A

Scope 3 category 4: Upstream transportation and distribution

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

50

Comment

N/A

Scope 3 category 5: Waste generated in operations

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

63

Comment

N/A

Scope 3 category 6: Business travel

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

2265

Comment

N/A

Scope 3 category 7: Employee commuting

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

3636

Comment

N/A

Scope 3 category 8: Upstream leased assets

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

193

Comment

N/A

Scope 3 category 9: Downstream transportation and distribution

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

Comment

Category not relevant.

Scope 3 category 10: Processing of sold products

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

Comment

Category not relevant.

Scope 3 category 11: Use of sold products

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

Comment

Category not relevant.

Scope 3 category 12: End of life treatment of sold products

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

Comment

Category not relevant.

Scope 3 category 13: Downstream leased assets

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

184

Comment

N/A

Scope 3 category 14: Franchises

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

Comment

Category not relevant.

Scope 3 category 15: Investments

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

Comment

Category not relevant.

Scope 3: Other (upstream)

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

Comment

Category not relevant.

Scope 3: Other (downstream)

Base year start

December 1 2018

Base year end

November 30 2019

Base year emissions (metric tons CO2e)

Comment

Category not relevant.

C5.3

(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

Defra Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, 2019

IEA CO2 Emissions from Fuel Combustion

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

The Greenhouse Gas Protocol: Scope 2 Guidance

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

400

Start date

December 1 2020

End date

November 30 2021

Comment

N/A

Past year 1

Gross global Scope 1 emissions (metric tons CO2e)

806

Start date

December 1 2019

End date

November 30 2020

Comment

N/A

Past year 2

Gross global Scope 1 emissions (metric tons CO2e)

1270

Start date

December 1 2018

End date

November 30 2019

Comment

N/A

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We are reporting a Scope 2, market-based figure

Comment

N/A

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO₂e?

Reporting year

Scope 2, location-based

408

Scope 2, market-based (if applicable)

337

Start date

December 1 2020

End date

November 30 2021

Comment

N/A

Past year 1

Scope 2, location-based

531

Scope 2, market-based (if applicable)

459

Start date

December 1 2019

End date

November 30 2020

Comment

N/A

Past year 2

Scope 2, location-based

1393

Scope 2, market-based (if applicable)

1129

Start date

December 1 2018

End date

November 30 2019

Comment

N/A

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

20604

Emissions calculation methodology

Average data method

Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0.03

Please explain

Includes purchased goods and services, water and paper. Spend-based EEIO factors were applied in calculating purchased goods and services except paper and waste. For paper and waste, invoices used where available. Estimated based on calculated averages per FTE (from available data) multiplied by FTE's. Emissions calculated using 2021 DEFRA conversion factors.

Capital goods

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

94

Emissions calculation methodology

Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

240

Emissions calculation methodology

Hybrid method

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Upstream transportation and distribution

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

58

Emissions calculation methodology

Hybrid method

Spend-based method

Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Waste generated in operations

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

21

Emissions calculation methodology

Average data method

Waste-type-specific method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Business travel**Evaluation status**

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

317

Emissions calculation methodology

Spend-based method
Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain**Employee commuting****Evaluation status**

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

2036

Emissions calculation methodology

Average data method
Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain**Upstream leased assets****Evaluation status**

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

96

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain**Downstream transportation and distribution****Evaluation status**

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category has not been calculated for SThree as they do not currently have visibility of the downstream transportation of its products. As upstream transportation and distribution is non-material, the exclusion of this category is not deemed significant.

Processing of sold products**Evaluation status**

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

SThree do not sell intermediate products. Therefore there is no downstream processing required.

Use of sold products

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

SThree do not specifically sell products. Any products produced as part of SThree services are documentation, with no associated in use emissions.

End of life treatment of sold products

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

SThree do not specifically sell products. As there are no in use emissions this category can be excluded.

Downstream leased assets

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

1007

Emissions calculation methodology

Hybrid method
Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Franchises

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

SThree does not have any franchised operations, therefore this category is not relevant.

Investments

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Not relevant to SThree. SThree do not have any investments

Other (upstream)

Evaluation status

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Other (downstream)

Evaluation status

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

C6.5a

(C6.5a) Disclose or restate your Scope 3 emissions data for previous years.

Past year 1

Start date

December 1 2019

End date

November 30 2020

Scope 3: Purchased goods and services (metric tons CO2e)

21230

Scope 3: Capital goods (metric tons CO2e)

2032

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

341

Scope 3: Upstream transportation and distribution (metric tons CO2e)

49

Scope 3: Waste generated in operations (metric tons CO2e)

26

Scope 3: Business travel (metric tons CO2e)

799

Scope 3: Employee commuting (metric tons CO2e)

1986

Scope 3: Upstream leased assets (metric tons CO2e)

90

Scope 3: Downstream transportation and distribution (metric tons CO2e)

Scope 3: Processing of sold products (metric tons CO2e)

Scope 3: Use of sold products (metric tons CO2e)

Scope 3: End of life treatment of sold products (metric tons CO2e)

Scope 3: Downstream leased assets (metric tons CO2e)

402

Scope 3: Franchises (metric tons CO2e)

Scope 3: Investments (metric tons CO2e)

Scope 3: Other (upstream) (metric tons CO2e)

Scope 3: Other (downstream) (metric tons CO2e)

Comment

Past year 2

Start date

December 1 2018

End date

November 30 2019

Scope 3: Purchased goods and services (metric tons CO2e)

22532

Scope 3: Capital goods (metric tons CO2e)

69

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

618

Scope 3: Upstream transportation and distribution (metric tons CO2e)

50

Scope 3: Waste generated in operations (metric tons CO2e)

63

Scope 3: Business travel (metric tons CO2e)

2265

Scope 3: Employee commuting (metric tons CO2e)

3636

Scope 3: Upstream leased assets (metric tons CO2e)

193

Scope 3: Downstream transportation and distribution (metric tons CO2e)

Scope 3: Processing of sold products (metric tons CO2e)

Scope 3: Use of sold products (metric tons CO2e)

Scope 3: End of life treatment of sold products (metric tons CO2e)

Scope 3: Downstream leased assets (metric tons CO2e)

184

Scope 3: Franchises (metric tons CO2e)

Scope 3: Investments (metric tons CO2e)

Scope 3: Other (upstream) (metric tons CO2e)

Scope 3: Other (downstream) (metric tons CO2e)

Comment

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

0.48

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

1324

Metric denominator

full time equivalent (FTE) employee

Metric denominator: Unit total

2735

Scope 2 figure used

Market-based

% change from previous year

48

Direction of change

Decreased

Reason for change

The COVID-19 pandemic continued to impact emissions, resulting in office closures and reduced business travel. Business travel emissions decreased by 60% due to a full year of travel restrictions in 2021, compared to 2020 when Q1 was largely unaffected. Emissions related to leased transport also dropped by 54% due to the reduction in travel, as well as vehicle terminations in some regions.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
CO2	371	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	1	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	2	IPCC Fourth Assessment Report (AR4 - 100 year)
Other, please specify (R410A)	26	IPCC Fourth Assessment Report (AR4 - 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
United Kingdom of Great Britain and Northern Ireland	66
Belgium	126
Netherlands	167
Germany	41

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By facility

By activity

C7.3b

(C7.3b) Break down your total gross global Scope 1 emissions by business facility.

Facility	Scope 1 emissions (metric tons CO2e)	Latitude	Longitude
Belgium	127	50.90222	-4.498611
Bristol Redcliff Quay	4	51.3825	2.718889
Germany	41	52.55944	-13.2875
Glasgow Bothwell Street	15	55.87194	4.433055
Glasgow Turnberry House	2	55.87194	4.433055
London King William Street	30	51.4775	0.461388
Netherlands	168	52.30861	-4.763889
UK	13	51.4775	0.461388

C7.3c

(C7.3c) Break down your total gross global Scope 1 emissions by business activity.

Activity	Scope 1 emissions (metric tons CO2e)
Natural gas	26
Company and leased cars	348
Refrigerant	26

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Netherlands	58	71
Belgium	12	14
Germany	167	108
United Kingdom of Great Britain and Northern Ireland	75	46
United Arab Emirates	80	80
Ireland	3	2
Luxembourg	3	0
Japan	10	10
Switzerland	0	6

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

- By facility
- By activity

C7.6b

(C7.6b) Break down your total gross global Scope 2 emissions by business facility.

Facility	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Amsterdam Gebouw Gustav Mahlerlaan	18	22
Amsterdam Keizersgracht	29	35
Antwerp Plantin and Moretus	2	3
Berlin Friedrichstasse	13	22
Birmingham Temple Street	19	4
Bristol Redcliff Quay	2	1
Brussels Chambon Building	10	11
Dubai Gate Precinct 4	80	80
Dublin Harcourt Street	3	2
Dusseldorf Georg-Glock	54	0
Frankfurt Goetheplatz	24	18
Glasgow Bothwell Street	22	0
Glasgow Turnberry House	1	1
Hamburg Esplanade	14	1
Leeds Prospect House	18	27
London King William Street	3	2
Luxembourg Rue du Fosse	3	0
Manchester Cardinal House (5th Floor)	10	11
Munich Arnulfstrasse	42	64
Rotterdam Wilhelminakade	11	14
Stuttgart City Plaza Rotebuhlplatz	20	3
Tokyo Huliic Ginza Wall Building	10	10
Zurich Claridenstrasse	0	6

C7.6c

(C7.6c) Break down your total gross global Scope 2 emissions by business activity.

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Electricity	386	315
Heat and steam	22	22

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Decreased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	376	Decreased	46	Scope 2 purchased electricity market-based emissions for 2019/2020 were 691 tCO2e. For 2020/2021 market-based emissions were 315 tCO2e. This change was initially driven by the covid-19 pandemic, however the introduction of emission reduction incentives and hybrid working has forced these changes further.
Other emissions reduction activities	555	Decreased	41.5	For 2019/2020 total reduction in natural gas, company cars and electricity = 555 tCO2e. For 2019/2020, Scope 1 + Scope 2 (location based) = 1337 tCO2e. (555/1337) x 100 = 41.5%
Divestment		<Not Applicable>		
Acquisitions		<Not Applicable>		
Mergers		<Not Applicable>		
Change in output		<Not Applicable>		
Change in methodology		<Not Applicable>		
Change in boundary		<Not Applicable>		
Change in physical operating conditions		<Not Applicable>		
Unidentified		<Not Applicable>		
Other		<Not Applicable>		

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	Yes
Consumption of purchased or acquired steam	Yes
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	No

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	0	1646	1646
Consumption of purchased or acquired electricity	<Not Applicable>	417	801	1217
Consumption of purchased or acquired heat	<Not Applicable>	0	130	130
Consumption of purchased or acquired steam	<Not Applicable>	0	0	0
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Total energy consumption	<Not Applicable>	417	2577	2994

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Sustainable biomass

Heating value

HHV

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

0 consumption of sustainable biomass

Other biomass

Heating value

HHV

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Zero consumption of other biomass

Other renewable fuels (e.g. renewable hydrogen)

Heating value

HHV

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Zero consumption of other renewable fuels

Coal

Heating value

HHV

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Zero consumption of coal

Oil

Heating value

HHV

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Zero consumption of oil

Gas

Heating value

HHV

Total fuel MWh consumed by the organization

144

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value

HHV

Total fuel MWh consumed by the organization

1502

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Consumption of fuels within company and leased cars

Total fuel

Heating value

HHV

Total fuel MWh consumed by the organization

1646

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Natural gas + company car consumption

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero or near-zero emission factor in the market-based Scope 2 figure reported in C6.3.

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Renewable energy mix, please specify (Renewable energy mix)

Country/area of low-carbon energy consumption

United Kingdom of Great Britain and Northern Ireland

Tracking instrument used

Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

141.7

Country/area of origin (generation) of the low-carbon energy or energy attribute

United Kingdom of Great Britain and Northern Ireland

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

We have procured a proportion of our UK electricity from renewable sources to help reduce our reliance on non-renewable energy, lower emissions, and help limit the effects of climate change.

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Renewable energy mix, please specify (Renewable Energy Mix)

Country/area of low-carbon energy consumption

Ireland

Tracking instrument used

Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

10.5

Country/area of origin (generation) of the low-carbon energy or energy attribute

Ireland

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

We have procured 100% of the electricity consumed in our Irish office from renewable sources to help reduce our reliance on non-renewable energy, lower emissions, and help limit the effects of climate change.

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Renewable energy mix, please specify (renewable energy mix)

Country/area of low-carbon energy consumption

Germany

Tracking instrument used

Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

240

Country/area of origin (generation) of the low-carbon energy or energy attribute

Germany

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

We have procured 100% of the electricity consumed in our German offices from renewable sources to help reduce our reliance on non-renewable energy, lower emissions, and help limit the effects of climate change.

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Renewable energy mix, please specify (renewable energy mix)

Country/area of low-carbon energy consumption

Luxembourg

Tracking instrument used

Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

24.5

Country/area of origin (generation) of the low-carbon energy or energy attribute

Luxembourg

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

We have procured 100% of the electricity consumed in our Luxembourg office from renewable sources to help reduce our reliance on non-renewable energy, lower emissions, and help limit the effects of climate change.

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

Country/area

Netherlands

Consumption of electricity (MWh)

154

Consumption of heat, steam, and cooling (MWh)

9

Total non-fuel energy consumption (MWh) [Auto-calculated]

163

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Belgium

Consumption of electricity (MWh)

71

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

71

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Germany

Consumption of electricity (MWh)

420

Consumption of heat, steam, and cooling (MWh)

121

Total non-fuel energy consumption (MWh) [Auto-calculated]

541

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

United Kingdom of Great Britain and Northern Ireland

Consumption of electricity (MWh)

348

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

348

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

United Arab Emirates

Consumption of electricity (MWh)

159

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Ireland

Consumption of electricity (MWh)

11

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

11

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Luxembourg

Consumption of electricity (MWh)

25

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

25

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Japan

Consumption of electricity (MWh)

21

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

21

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Switzerland

Consumption of electricity (MWh)

9

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

9

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	No third-party verification or assurance
Scope 2 (location-based or market-based)	No third-party verification or assurance
Scope 3	No third-party verification or assurance

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

No, we do not verify any other climate-related information reported in our CDP disclosure

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

Yes

C11.2a

(C11.2a) Provide details of the project-based carbon credits originated or purchased by your organization in the reporting period.

Credit origination or credit purchase

Credit purchase

Project type

Forests

Project identification

Project name – Agroforestry – Smallholder Farmers, Kenya

The International Small Group & Tree Planting Program (TIST) agroforestry project in Kenya combines agroforestry and sustainable development to empower subsistence farmers with the technical knowhow to protect their lands from the impacts of climate change.

These farmers will receive carbon revenue by planting trees, which also protect them from extreme weather events and improve the local biodiversity of the region.

Historical degradation of forests in the region, has weakened biodiversity and made the region extremely vulnerable to extreme weather events such as drought and floods. By planting these trees, and giving farmers the skills to do so, provides resilience to these extreme events.

The project, which leads with a community-driven approach, ensures that local farmers are the architects, managers, and beneficiaries of the project on the ground.

Verified to which standard

VCS (Verified Carbon Standard)

Number of credits (metric tonnes CO2e)

1400

Number of credits (metric tonnes CO2e): Risk adjusted volume

1400

Credits cancelled

Yes

Purpose, e.g. compliance

Voluntary Offsetting

C11.3

(C11.3) Does your organization use an internal price on carbon?

Yes

C11.3a

(C11.3a) Provide details of how your organization uses an internal price on carbon.

Objective for implementing an internal carbon price

Stakeholder expectations

GHG Scope

Scope 1

Scope 2

Application

- Decisions around CSR budget

- Employee engagement activities

Actual price(s) used (Currency /metric ton)

20.56

Variance of price(s) used

Uniform pricing - single price applied throughout the company independent of geography, business unit or type of decision

Type of internal carbon price

Offsets

Impact & implication

Our carbon price is linked specifically to our strategic goals surrounding Corporate Social Responsibility which drives employee, client and investor engagement. Setting an internal price on carbon can help us budget how much of our carbon we can offset and encourage employees to think about what their carbon footprint represents

We have chosen to offset our emissions with one project in 2020/2021. This project in Kenya is working at the heart of the nation's biodiversity conservation and sustainable development. The project trains local farmers to integrate tree planting with their farmed lands, increasing biodiversity, whilst also protecting their crops from extreme weather events like drought.

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers

Yes, our customers/clients

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Information collection (understanding supplier behavior)

Details of engagement

Collect climate change and carbon information at least annually from suppliers

% of suppliers by number

2

% total procurement spend (direct and indirect)

74

% of supplier-related Scope 3 emissions as reported in C6.5

74

Rationale for the coverage of your engagement

We are keen, where feasible, to play our role in the transition to a net zero economy by working with suppliers who manage their own environmental impact. We have only recently implemented this initiative and thus are trialling it with a limited amount of suppliers. We started implementing this in 2020 and we are still rolling this initiative out as COVID-19 has slowed down our progress.

Impact of engagement, including measures of success

We have recruited a specialist procurement team and onboarded new systems to improve our supply-chain management. Within this project, a new ethically focused procurement policy has been developed which includes the utilisation of online solutions to assess and monitor suppliers. Within this online solution, questions related to environmental policy and climate related action are asked.

We are measuring the success of this initiative through the number of suppliers that we engage through the process.

In the past reporting period, we have engaged 2% of our suppliers in this process. These suppliers make up the majority of our procurement spend as a business. Engagement with suppliers includes scoring on environmental credentials and feedback is provided.

Comment

N/A

C12.1b

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Type of engagement & Details of engagement

Collaboration & innovation	Run a campaign to encourage innovation to reduce climate change impacts
----------------------------	---

% of customers by number

24

% of customer - related Scope 3 emissions as reported in C6.5

0

Please explain the rationale for selecting this group of customers and scope of engagement

We delivered 7 climate focused events for candidates/clients on topics related to innovation that will support the low carbon transition. 306 attendees joined these events to learn from industry experts at the forefront of this work.

In addition, we continue to run Green Skills programmes to encourage and inspiring young people to enter a green career path. In 2021 53 young people attended our programme, which was delivered in collaboration with 3 clients. In addition, we conducted our first ever Youth STEM Survey where 1411 young people aged 18-30years from around the world provided insights on how they view STEM industries, what they are looking for in a career and the barriers preventing them from entering STEM. The insights are essential in understanding how the future talent pipeline looks as the STEM skills gap is a potential barrier to the low carbon transition.

In the reporting period we received survey feedback from 4960 candidates to understand the challenges they face and identify key themes and topics where we can influence change and energise progress through talent.

Impact of engagement, including measures of success

We are measuring the success and impact of this engagement through the number of customers that are responding to our survey and the net promoter score (NPS). This year's NPS has showed relative consistency in our customer satisfaction, scoring 50 (-2 from 2022).

In addition we measure the number of attendees to our events and programmes and the feedback received following the engagement. As a result of our Green Skills programme 86% of young people said they were considering a green career as a result of attending.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?

Yes, suppliers have to meet climate-related requirements, but they are not included in our supplier contracts

C12.2a

(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization's purchasing process and the compliance mechanisms in place.

Climate-related requirement

Other, please specify (requested environmental action requirements within Request For Proposal)

Description of this climate related requirement

Suppliers of SThree are required to address a number of environmental focuses. These include, but are not limited to, maximising the use of recyclable and renewable materials, renewable energy, minimising waste, and safely disposing of any waste created in an environmentally responsible manner; taking steps to improve environmental performance, and raising awareness and training workers on environmental matters. Furthermore, suppliers should be able to demonstrate that environmental policies and management systems are sufficient to ensure continuous improvement in environmental performance. Again, this includes, but is not limited to, documenting policies regarding environmental management, monitoring and reviewing environmental performance, demonstrating awareness of environmental risks inherent in their production, service, or sourcing activities, and implementing mechanisms and processes to mitigate or minimise environmental risks.

% suppliers by procurement spend that have to comply with this climate-related requirement

100

% suppliers by procurement spend in compliance with this climate-related requirement

100

Mechanisms for monitoring compliance with this climate-related requirement

Supplier scorecard or rating

Response to supplier non-compliance with this climate-related requirement

Exclude

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate

Yes, we engage indirectly through trade associations

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?

Yes

Attach commitment or position statement(s)

Annual Report FY21

sthree-annual-report-2021_web_37816_01 (1) (1).pdf

Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy

SThree contribute to the Institute of Corporate Responsibility and Sustainability (ICRS) to deliver their purpose through providing insights, case studies and advice to the ICRS and their members on climate-related issues. An example of this is COP26 where SThree acted as the "advisory sponsor" for the ICRS COP26 Knowledge Hub which provided advice, guidance and examples of how to respond and implement policy. SThree helped shape the content and provided a case study. In addition to we attend ICRS events on the topic of climate change and utilise their resources which feed into the ESG strategy team and is disseminated to relevant steering committees and working groups throughout SThree.

Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

<Not Applicable>

Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

<Not Applicable>

C12.3b

(C12.3b) Provide details of the trade associations your organization engages with which are likely to take a position on any policy, law or regulation that may impact the climate.

Trade association

Other, please specify (Institute of Corporate Responsibility and Sustainability)

Is your organization's position on climate change consistent with theirs?

Consistent

Has your organization influenced, or is your organization attempting to influence their position?

We publicly promote their current position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)

N/A

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)

400

Describe the aim of your organization's funding

Membership Fee

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In mainstream reports, incorporating the TCFD recommendations

Status

Complete

Attach the document

sthree-annual-report-2021_web_37816_01 (1) (1).pdf
sthree-tcfid-report-23-02-22.pdf

Page/Section reference

TCFD (Whole Report)

Annual Report (Page 30 onwards)

Content elements

Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets
Other metrics

Comment

SThree reports its GHG emissions and performance on climate change in a variety of different reports. These include the 2021 Annual Report, 2021 TCFD Report, 2021 Impact Report (to be published)
Ecovadis and FTSE4Good

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues	Description of oversight and objectives relating to biodiversity	Scope of board-level oversight
Row 1	No, and we do not plan to have both within the next two years	<Not Applicable>	<Not Applicable>

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity	Biodiversity-related public commitments	Initiatives endorsed
Row 1	No, and we do not plan to do so within the next 2 years	<Not Applicable>	<Not Applicable>

C15.3

(C15.3) Does your organization assess the impact of its value chain on biodiversity?

	Does your organization assess the impact of its value chain on biodiversity?	Portfolio
Row 1	No, but we plan to assess biodiversity-related impacts within the next two years	<Not Applicable>

C15.4

(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?	Type of action taken to progress biodiversity-related commitments
Row 1	Yes, we are taking actions to progress our biodiversity-related commitments	Land/water management

C15.5

(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	No	Please select

C15.6

(C15.6) Have you published information about your organization’s response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located
No publications	<Not Applicable>	<Not Applicable>

C16. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Chief Financial Officer (CFO)	Chief Financial Officer (CFO)

SC. Supply chain module

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

SC0.1

(SC0.1) What is your company’s annual revenue for the stated reporting period?

	Annual Revenue
Row 1	

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

SC1.2

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges	Please explain what would help you overcome these challenges
-----------------------	--

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

Please confirm below

I have read and accept the applicable Terms