

Sustainability Report 2024



Sustainability Report

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Sustainability overview

FDM aims to create a long-term sustainable global business that has a beneficial impact on the communities in which it operates.

Improving the sustainability and long-term prosperity of our business can benefit our clients, our employees, and all our other stakeholders. We can deliver a broader positive impact on the lives of those in the communities in which we operate, while working to minimise our impact on the environment. See pages 24 and 25 for a Statement by the Directors in performance of their statutory duties under s.172(1) Companies Act 2006.



FTSE4Good FTSE Russell has assessed FDM as having good sustainability practices and has included FDM Group (Holdings) plc (“the Company”) as a constituent of its FTSE4Good Index Series. The FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (“ESG”) practices.



EcoVadis: scored 50 The Group participates in the EcoVadis rating assessment, which covers four pillars: Environment; Labour and Human Rights; Ethics; and Sustainable Procurement. The Group’s 2024 overall score was 50. The business is committed to taking action to promote sustainable practices across the Group.



CDP: rated B CDP have rated FDM’s 2024 climate change submission as ‘B’. CDP is a global environmental disclosure and ratings platform which is recognised as one of the leaders in the market and is used by many of our clients and shareholders to help them make decisions about supply chains and investments. CDP enables our shareholders and clients to obtain an independently-validated view of FDM’s efforts to measure and manage our risks and opportunities on climate change.

UN Sustainable Development Goals

In partnership with governments, the private sector and civil society, the United Nations (“UN”) 17 Sustainable Development Goals (“UNSDGs”) aim to improve the lives of future generations. We have reviewed the UNSDGs and identified six goals that are most closely aligned to our business and strategy, and will look to implement our strategy in a way that will best support the achievement of these goals.

United Nations Sustainable Development Goals	Our contribution	Examples
4 QUALITY EDUCATION Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Our recruitment processes are designed to be as inclusive as possible.	Our coaching programmes are available to anyone who can show us that they have the aptitude, attitude and capability to thrive.
5 GENDER EQUALITY Achieve gender equality and empower all women and girls.	Women currently make up 36% of our global workforce. We are committed to improving gender balance in our teams around the world, making our business more robust and sustainable.	We are a signatory to United Nations Women’s Empowerment Principles (“UNWEP”), and we run various initiatives designed to create a more gender-balanced workforce for FDM and our clients.
8 DECENT WORK AND ECONOMIC GROWTH Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Our reputation is dependent on the people we employ. We treat our employees fairly and help them to launch rewarding careers in technology.	Through our Skills Lab, we provide coaching to our graduates, ex-Forces personnel, returners and Apprentices. When they are assigned to clients, our Consultants gain valuable experience and skills.
10 REDUCED INEQUALITIES To reduce inequalities within and among countries.	We take action to identify talent and improve fair access to the workplace.	Our Apprenticeship programme takes school leavers from a wide range of backgrounds through to achieving a university degree, all funded by FDM.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION Ensure sustainable consumption and production patterns.	We are committed to reducing the impact of our operations on the environment by making our consumption of energy and materials as sustainable as we can.	In 2024, we took steps to reduce our energy consumption by downsizing one office and moving a second office to a more energy-efficient building. A third office moved to a smaller, more energy-efficient site in February 2025.
13 CLIMATE ACTION Take urgent action to combat climate change and its impact.	The Group is committed to reducing its Scope 1, 2 and 3 greenhouse gas emissions (see page 23).	We continue to liaise with our landlords to reduce our emissions from electricity consumption; and engage with our top suppliers to reduce our emissions from purchased goods and services.

People and communities

Our people

We know the positive impact that a diverse workforce has on our business and that the availability of Consultants from diverse backgrounds is important to our clients. Our purpose is to identify talented individuals to develop and forge long-term careers. We are proactive and enthusiastic promoters of diversity, social mobility and inclusion within our workplaces. FDM's inclusive Programmes aim to ensure that everyone is treated fairly and begins their professional life on an equal footing. Our assessment processes are designed to spot a range of qualities including candidates' potential.

Supporting social mobility

We are proud to have been ranked 41st in the Social Mobility Foundation's Employer Index for 2024. The index recognises the UK employers who have taken the most action on social mobility in the workplace, to identify, access and progress talent from all backgrounds. We look to support people from low opportunity communities, promoting equal opportunities for career success regardless of socioeconomic background.

Our recruitment processes are reviewed regularly and designed to be as inclusive as possible. For example:

- our opportunities are available to everyone who can show us that they have the aptitude to thrive on our programme with the attitude that our clients are looking for;
- we use strength-based interview questions throughout the process ensuring candidates are not assessed on previous experience or social capital; and
- all staff involved in interviewing applicants undergo training to raise awareness of the potential impact of unconscious bias and to mitigate this in the assessment process.

Engagement with schools

We aim to tackle inequality through partnering with schools in social mobility cold spots where there is higher dependence on the UK Government's pupil premium grant funding (which aims to improve educational outcomes for disadvantaged pupils in state-funded schools). By working with these schools we hope to encourage enthusiastic pupils from that group to pursue a career in tech.

The Apprenticeship Programme also provides an opportunity for us to engage with the early career year groups. Through targeted initiatives with women, we aim to dismantle some of the stereotypes that are preventing capable young women from pursuing an interest in tech.

Diversity, equity and inclusion

We value the fact that our colleagues come from a wide range of backgrounds, and we look to be representative of the communities and geographies in which we operate. We aim to measure our success in recruiting a diverse workforce of Consultants by carrying out analysis, and where we have sufficient data recorded by the FDM entity, subject to local national legislation, we publish our results.

We encourage applications from candidates with non-STEM (Science, technology, engineering, and mathematics) backgrounds. We use tools to assess behaviours and aptitudes of applicants, providing us with guidance as to whether candidates have the behaviours required for success on our Programmes.

We measure their aptitude in processing information, their ability to respond in a logical manner, and whether they have the required numerical literacy. The guidance provided by these assessments helps us in the final strength-based interview stage of our Consultant selection process.

The Board is committed to the promotion of diversity and inclusiveness of all kinds throughout the organisation. We monitor our demographic data regularly to help inform action plans and areas on which to focus, from attraction and recruitment to progression and retention. In Annual Report 2024, see pages 79 and 80 for disclosure on the diversity of the Board and Executive team and see page 80 for the Board Diversity Policy.

In Australia, FDM has signed the 20% Alternative Pathways Pledge, which commits organisations to ensuring that 20% of their entry-level digital hires come from alternative educational pathways. This initiative represents a collaborative effort between government, education providers, and the digital industry to address the anticipated shortfall of digital workers across New South Wales. The pledge is designed to enhance equity and diversity within the digital sector.

The following pages contain data on certain characteristics shared by our people. However, we understand that the reality is more complex, with intersectionality, overlap and differences within each group. We recognise that each employee has a unique identity, and that our people's experiences can be more nuanced than it is possible to express in a matrix of data. We celebrate these differences.

This year, we present; two metrics relating to social mobility for our UK employees; and ethnicity and disability metrics are for our global employees, excluding EMEA where data is not currently collected from employees. The average response rates of those who chose to disclose were: UK Consultants 85%; UK internal staff 90%; global Consultants 87%; and global internal staff 90%. By measuring specific characteristics across the employee groups we can assess how successful our policies are in increasing diversity.



Gender equality

We have been a signatory to the United Nations Women's Empowerment Principles ("UNWEP") since 2013 and have a strong tradition of recognising and celebrating the achievements of women in the IT industry. We aim to provide opportunities for candidates at all stages of their careers. We also leverage our social channels to share their success, shining a spotlight on our people.

See page 09 for details of our Senior Women Leadership Network.



#SheLivesTech: Inspiring the next generation of women in tech

We held a series of events as part of our She Lives Tech initiative to inspire the careers of our female FDM Consultants working in the tech sector. This includes the She Lives Tech digital bootcamp and showcase. We had attendees from a variety of degree disciplines and they were tasked with creating interactive web applications from scratch. They showcased their work in our FDM centres on International Women's Day.

People and communities continued

The table below shows the gender split at different levels within the Group as at 31 December 2024.

As at 31 December 2024	Number of males	Number of females
On the Board	5	4
Within senior management (Executive Team)	5	1
Within Senior Management Team and their direct reports	21	20
All employees	2,410	1,344

Included in the above global statistics are the following legal gender metrics (as at 31 December 2024):

- **UK employees:** 34% female, 66% male

We recognise that the above gender information is binary and that our employees have their own gender identity. In 2024, our UK employees identify as follows:

- **UK Consultants:** 30% female; 67% male; below 1% identify as either non-binary or transgender or other; and 2% prefer not to say.
- **UK internal staff:** 46% female; 50% male; and 4% prefer not to say.

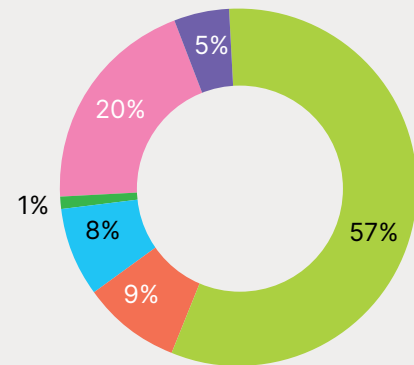
36% of our worldwide employees are female. Our UK mean gender pay gap reported in 2024 was -2.5% (2023: -7.6%), and our median gender pay gap for the same period was -5.1% (2023: -4.3%) meaning that our median female employee is paid more than our median male employee. Our Australia mean gender pay gap reported in 2024 was -1.5% (2023: was not calculated). These figures are significantly better than the respective national averages; for the UK, the average median pay gap reported for full-time employees was +7.0% (Office for National Statistics - Annual Survey of Hours and Earnings 2024). We monitor these results and keep our policies under review.

Employee social mobility metrics 2024 (UK only)

% of 2024 employees those that chose to disclose:

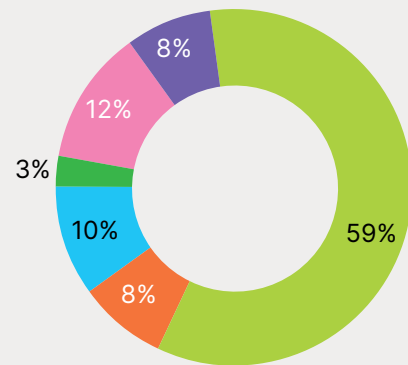
School type attended

UK Consultants 2024



School type attended

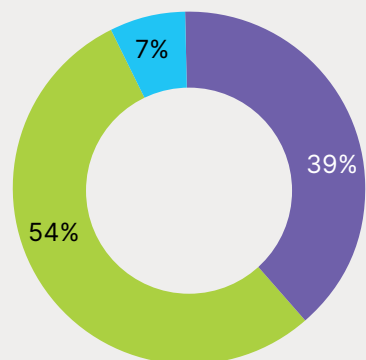
UK internal staff 2024



- State
- Grammar
- Private
- Other
- Outside of UK
- Prefer not to say

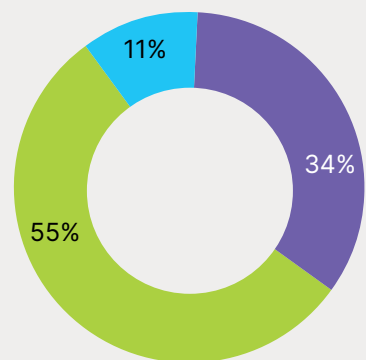
First in family to attend university

UK Consultants 2024



First in family to attend university

UK internal staff 2024



- Yes
- No
- Prefer not to say

Employee ethnicity

% of 2024 employees those that chose to disclose identify as:

	UK Consultants	UK Internal staff	US Consultants	US Internal staff
Arab or Arab British	1%	0%	American Indian/ Alaskan Native	0%
Asian or Asian British	31%	16%	Asian	26%
Black or Black British	13%	6%	Black or African American	16%
Mixed or Mixed British	4%	2%	Hispanic or Latino	12%
White or White British	45%	69%	Native Hawaiian or Other Pacific Island	0%
Other	4%	3%	Two or More Races	6%
Prefer not to say	2%	4%	White	32%
			Other	0%
			Prefer not to say	8%
Total	100%	100%	Total	100%

	Canada Consultants	Canada Internal staff	Singapore Consultants	Singapore Internal staff
Black	5%	7%	Chinese	73%
East Asian	12%	8%	Filipino	1%
Indigenous/ Aboriginal	0%	0%	Indian	12%
Latin/ Hispanic	2%	9%	Malay	9%
Middle Eastern/ West Asian	4%	13%	Black African	0%
South Asian	39%	16%	European	0%
Two or more ethnicities	2%	2%	Singaporean Chinese	0%
White	8%	37%	Other	5%
Other	20%	3%	Prefer not to say	0%
Prefer not to say	8%	5%	Total	100%
Total	100%	100%	Total	100%

	China & Hong Kong Consultants	China & Hong Kong Internal staff	Australia Consultants	Australia Internal staff
Black African	1%	4%	Aboriginal	0%
Chinese	73%	42%	Asian other	2%
East Asian	7%	8%	Black African	1%
European	1%	4%	Chinese	15%
Filipino	1%	0%	East Asian	17%
Indian	4%	13%	European	14%
Mixed	1%	8%	Filipino	1%
South Asian	4%	13%	Indian	5%
Central Asian	3%	0%	Indonesian	0%
Southeast Asian	3%	0%	Malay	1%
Asian other	1%	0%	Middle Eastern	3%
Indonesian	1%	0%	Mixed	3%
North American	0%	4%	North American	1%
Other	0%	0%	Singaporean Chinese	1%
Prefer not to say	0%	4%	South American	1%
			South Asian	10%
			Southeast Asian	12%
			Other	3%
			Prefer not to say	10%
Total	100%	100%	Total	100%

People and communities continued

Disability

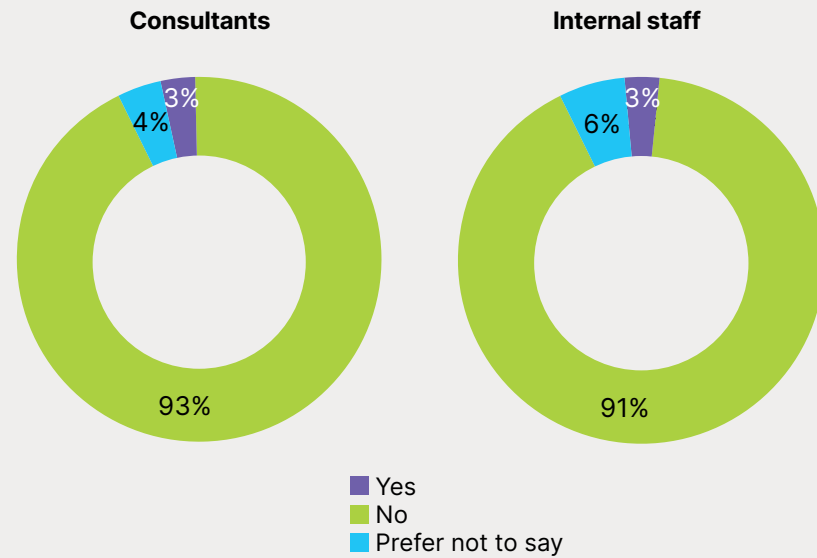
The Group gives full and fair consideration to the employment of disabled people. Throughout the recruitment and selection stages, we encourage candidates to disclose any reasonable adjustments they may require, to remove barriers and to ensure all candidates have the opportunity to be successful.

These adjustments may include, for example, providing additional equipment, adapting our telephone screening process or adjusting our assessment day interviews and tests to suit individual needs. In the event of members of staff becoming disabled, every effort is made to ensure that their employment within the Group can continue either in their current role or in a suitable alternative.

The Group endeavours to make any reasonable adjustments which may be required to enable disabled employees to fulfil the responsibilities of their job role. It is the Group's policy to support disabled employees in all aspects of their training, development and promotion. The Group recognises and delivers training to managers working with employees who require an adjustment due to disability.

We have been a member of the Business Disability Forum since 2017 and are recognised as 'Level 1 Confident'. The specialist advice and support which it provides enables us to improve our understanding of how we can enhance our accessibility to disabled employees, clients and other visitors to our premises.

Global employees¹ who chose to disclose if they identify as having a disability:



¹ Based upon responses from employees in the UK, North America and APAC regions. Data is not currently collected from employees in the EMEA region.



Programmes

In addition to our main Graduates Programme, we also deliver programmes for those returning to the workplace, ex-Forces personnel and apprentices as detailed below.

Returners

Our Returners Programme aims to address the challenges faced by professional individuals who have taken a planned career break. It gives them the opportunity to re-enter the workforce at a level appropriate for their experience. Our returners typically have between 10 and 15 years of experience and are a valuable source of experienced talent for our clients. On average the participants on the programme have had a career break of around five years.

Our programme aims to provide participants from a diverse range of social, ethnic and educational backgrounds, and from a wide range of age groups, with intensive coaching to learn new skills and refresh existing knowledge. We provide support to help individuals to regain their confidence to return to their business careers. More than 500 careers have been relaunched since our Returners Programme began.

Apprenticeships

Our apprentices have the opportunity to gain university degree qualifications while developing the skills required to succeed in key IT roles. We provide school leavers from a wide range of backgrounds with technical and skills training while enabling them to achieve a university degree over three years, all funded by FDM.

Apprenticeships: UK

The UK Apprenticeship Programme aims to deliver a new, highly skilled technical talent pipeline while creating opportunities for a career in technology for anyone regardless of background. Driven by a desire to increase access to and participation in Higher Education, the programme aims to include young people from under-represented socioeconomic groups.

We are on the UK Government's Register of Flexi-job Apprenticeship Agencies and, in 2024, we placed our first apprentices with clients. This allows us to expand the programme outside of the internal opportunities that FDM provides.

63% of our current UK apprentices are from an ethnic minority background and 47% are the first in their family to go to university. The programme also aims to increase participation of women in technology and is partnering with all-female schools, such as Lillian Baylis (Vauxhall, London), Harris Academy (Bermondsey, London), Leeds City College and Outwood Grange Academy (Wakefield) to help students understand what a career in technology could look like and give them the confidence to apply. Participating universities are selected to ensure that the curriculum fits with employer needs and taking account of location to appeal to local students in inner-city areas from the right demographic.

Each apprentice receives an employer-appointed mentor and is given a minimum of one day per week of off-the-job training time for university study as well as exposure to specific employment experiences in order to cover the requirements of the degree curriculum.

Apprenticeships: Australia

In Australia, we continue to work with a leading professional services firm on its Technology Traineeship. This involves high school graduates from Sydney joining a three-year Technology Traineeship programme to launch their careers in technology as an alternative career pathway to university. Our Technology Traineeship programme offers each trainee a mixture of FDM's bespoke training, followed by rotations in key technology business units within a leading professional services firm. The apprentices work on real-life technology engagements, while gaining micro-credentials and New South Wales state-certified training qualifications. During the course of the Technology Traineeship, each trainee is supported by buddies and FDM's support network. Launched in 2022, the Technology Traineeship has proved to be successful; in 2024 we recruited a further eleven high school leavers.



People and communities continued



Ex-Forces

In 2024, our dedicated Ex-Forces Programme celebrated its tenth anniversary. People who have served in the Armed Forces have many transferable skills for a successful career in the corporate world, ranging from adaptability and maturity to responsibility and leadership.

FDM's Ex-Forces Programme in the UK and USA is rank agnostic and provides coaching to ex-Forces personnel in relevant technical, business and commercial skills. We facilitate a smooth transition into the civilian workplace with a level of pastoral support. The Programme is run by ex-service personnel and employs ex-service people from all ranks across all three services. We have a specific leave-of-absence policy for reservists.

We are proud holders of the Gold Award from the UK Government's Defence Employer Recognition Scheme, acknowledging our strong commitment and drive in delivering our pledges under the Armed Forces Covenant, to which we are also a signatory.

In 2024, Rod Flavell (CEO) won the British Ex-Forces in Business Awards: Advocate of the Year (Individual). FDM is ranked in the Great British Employers of Veterans Top 50 List 2024. In the USA, we have again been ranked as one of the Military Times Best for Vets Employers in 2024. We have relaunched more than 1,000 careers since our Ex-Forces Programme began.

Employee development

Ongoing learning and development for our Consultants is supported through access to e-learning platforms such as LinkedIn Learning, Intuition Knowhow, Skillsoft and our own bespoke Skills Lab materials. Alongside coaching, mentors also help Consultants to identify development areas and skills gaps so they can signpost individuals to resources or opportunities.

Via the Skillsoft platform we provide our employees with a range of compliance-related topics, with each employee receiving modules when they start and annual refresher modules. Alongside our compliance training we provide an Inclusivity Awareness Programme, covering Diversity, Equity and Inclusion topics. Topics such as unconscious bias and disability awareness provide our employees with an inclusive mindset to apply to recruitment or to their day-to-day work.

Our Pods continue to be run globally and provide Consultants with hands-on, project-based experience of working in cross-functional groups using an Agile methodology. Pods produce Consultants who are able to get up to speed quickly and deliver what our clients need most effectively. With the support of the Skills Lab, we have provided training to internal staff in Scrum and Agile methodologies, while also providing workshops to Consultants in skills such as coaching, leadership and time management.

Accreditation

FDM is a member of TechSkills' Tech Industry Gold scheme. Our Consultant coaching is accredited to Gold Standard by TechSkills, the industry kitemark for tech-related education and training. At the end of 2024, the accredited courses being delivered across our UK Skills Lab included; Software Testing, Software Development and Technical Operations. In total, 190 Consultants completed accredited training in 2024 (2023: 325).

Leadership training: Future Leaders Development Programme

We identify future leaders within the business and offer them the opportunity to participate in a detailed programme of coaching and support. The Future Leaders Development Programme runs over ten months, and includes discussions, group exercises and one-to-one coaching to build the interpersonal excellence of a strong leader. The programme covers building relationships, communication, influencing, the psychology of leadership and getting the most out of the people.

Leadership training: Senior Women Leadership Network

The Senior Women's Leadership Network was created in 2023 to influence and champion change so that FDM may continue to push the agenda forward both internally across the business and externally among professional business communities. The group aims to create role model female leaders while contributing to retention and progression pathways for future female leaders who aspire to senior positions.

Consultant experience

Through the Skills Lab, Consultants are encouraged to focus on developing their skillset through taking on new challenges and experiences. We are currently implementing processes to support ongoing development, performance awareness and career progression. As our Consultants build up their skillsets through experience with our clients, we support validating new skills to add to their digital profile so our Sales team can effectively align an individual's current skills, capability, and experience to open client opportunities.

The purpose of the Consultant Experience team is to deliver a desirable, inclusive and engaging experience focused on career enhancement and community. Consultants have support and career guidance available to them from Consultant Experience Partners while working on assignment with our clients. The Consultant Experience Partners act as career coaches for our Consultants to empower them to explore their career goals using the Career Framework, understand how they can achieve

their goals and define what success looks like for them. The Consultant Experience Partners also use their expertise to work with client line managers and Consultants to facilitate regular feedback ensuring a positive assignment.

Together with Sales Account Managers and the respective client line manager, the Consultant Success Team arranges formal touchpoints with Consultants to receive feedback on their assignment and gauge sentiment. The team enables us to take a data-driven approach to continuously improve the Consultant experience.

The touchpoints are an effective support mechanism, which, along with the social events that the team runs for Consultants, help build relationships.

Our Consultant Peer Support network of experienced Consultants helps introduce new Consultants to those already working on assignment, to help onboard and settle them into their new role. We hold regular face-to-face events at client sites and off-site events to strengthen connections between peers.

FDM Alumni Network

We have a significant alumni population and, although we have always remained connected with our alumni, a newly formed project team, in collaboration with the Sales team, is focusing on this group by creating an FDM Alumni Network in order to increase engagement with those who have come through our various programmes over the years. By continuing to build and engage with our extensive alumni community, our aim is to develop and maintain an effective ecosystem to create learning and development, professional networking and increased career opportunities for our past, present and future Consultants. The network provides opportunities to connect its members to other alumni and to FDM's business via events, communication and initiatives. By connecting with our alumni, we will be able to create a pipeline of experienced talent for our clients and enhance opportunities for lead generation across the business.



People and communities continued

Employee engagement

Throughout 2024, we continued to promote activities to engage, retain, recognise and energise our employees. We encourage our employees to be themselves at work, and to play a part in creating and fostering an inclusive and open workplace where everyone can thrive.



Leading, educating and supporting diversity, this network provides a platform to connect and build a community for Black, Asian and Ethnic Minorities within FDM.



Supporting employees with visible and non-visible disabilities, including long-term illness and mental health conditions. Unique aims to create a place where people of different abilities feel welcome and included.



Aiming to unify, empower and celebrate gender diversity at FDM, the network provides employees with a voice through sharing experiences, challenges and ideas.



This network provides a safe and respectful space for the increasing number of carers and caregivers within FDM. Members raise awareness, understanding and offer practical help and support.



Through education and representation, the network supports all LGBTQIA+ employees by creating a space that encourages authenticity within the workplace.



A platform that encourages employees of all beliefs and religions to support each other and share experiences.

Employee Networks provide an inclusive place for discussion and learning and a sense of belonging. They were created by our people for our people, providing an opportunity for individuals to share their experiences and support each other. They also enable valuable and productive consultation with the business on process, policy and learning. During the year each Employee Network held various events and campaigns on Viva Engage.

We continue to monitor employee engagement through Group-wide surveys; in 2024 we carried out a survey to give all our employees an opportunity to express their views on a range of subjects to enable us to identify areas for improvement. The survey covered themes such as: employee sentiment and advocacy; career and personal development; organisational and personal commitment; workload; line manager support; perception of alignment of values; and the subjects of diversity, equity and inclusion. The survey has provided some insights into our strengths as well as those issues that are important to our staff enabling us to target areas for improvement.

Our social collaboration platform Viva Engage enables our employees to keep up to date with news and upcoming events, and to communicate with fellow FDM employees across the globe. This internal communication tool allows us to stay connected with our Consultants when they are on a client assignment, helping to foster a sense of belonging with FDM.

Wellbeing

Our global Employee Assistance Programme provides all employees with access to a 24/7 confidential helpline for support, guidance and resources, and structured drop-in sessions, informational talks and listening circles to help remove the stigma around mental ill health. Employees receive support from trained Mental Health First Aiders throughout FDM.

Recognition

We believe it is important to recognise and reward the commitment and hard work of our colleagues. The FDM Champion initiative is our new monthly peer-to-peer recognition scheme, which celebrates the everyday achievements of colleagues and Consultants alike. We recognise and reward the commitment and contribution of employees who have completed five, ten, twenty, and even thirty years with FDM.

Our Buy As You Earn share plan is open to all employees, providing a longer-term incentive to enable participants to share in the success of our business and reap the rewards of their contribution to our shared goals. Participants in the plan have demonstrated their commitment to the business by setting aside a portion of their monthly salary to purchase shares in FDM. The shares purchased are matched with additional shares for those who hold their shares and remain in employment for the required period.

Partnerships

University Partners

Our Recruitment team participated in 389 university events (2023: 657). The number of recruitment events decreased as we scaled back on recruitment in 2024. We continue to maintain close relationships with our University Partners and held events that promote opportunities for wider student and university outreach. In January 2024, our UK University Partnerships team hosted our Annual University Partners event to more than 50 key partners.

We have delivered digital bootcamps focusing on Agile and Scrum, introductory sessions on data, HTML and CSS, and IT skill sessions for a career in IT. These events enable us to engage with a new audience of non-technical students, helping them to gain practical skills. We believe our digital upskilling bootcamps provide unique interest for students looking to explore a career in technology. During the Summer, we held a series of online events to provide non-tech students an insight into beginners coding. The events focused on upskilling students in HTML and CSS.

University Partnership's 'Curriculum Projects' and 'Employability Programme' In support of our UK University Partners, in 2024 we participated in six university curriculum and consultancy-based projects with over 500 student participants. We designed, delivered, and supported the students with project briefs that contributed towards their university grade and/ or experience. These projects gave students from all degree backgrounds the opportunity to gain commercial insight, experience working on live business challenges and the opportunity to build relationships with industry professionals, while developing their soft skills.

We also support with University Employability Programmes that involve interview preparation sessions, insight days and workshops with the aim of increasing student confidence and employability.

People and communities continued

Charity involvement

We work with numerous charitable partners and community groups through a combination of employee volunteering, donations, and employee time. We tailor our community activities to reflect the needs and interests of the local communities in which we operate. Internal staff fundraise and donate to foodbanks near to the centres in which they work.

Donation of IT equipment

During the year we donated IT equipment to a charity in the USA.

Walking With The Wounded



Spearheaded by the Ex-Forces team, our employees are involved with Walking With The Wounded, a UK charity that delivers employment, mental health care coordination and volunteering programmes in collaboration with the NHS to support those who served in the armed forces, and their families, who were wounded, whether mentally, socially or physically, in reintegrating back into society.

In 2024, FDM was a lead partner of Walking With The Wounded's Cumbrian Challenge, with numerous FDM UK teams participating in the hike and raising funds.

The Children's Book Project



At the end of 2024, FDM chose to partner with The Children's Book Project. The charity collects donated new or pre-loved books and distributes them straight into the hands of the children that need them most. We have book donation collection sites within all our UK offices, with fundraising events planned for 2025.

Our clients and shareholders

We work closely with our clients through the process of interviewing and selecting our Consultants for deployment on client projects, which enhances our understanding of the skills and qualities they are looking for. Clients have attended virtual demonstrations and feedback sessions in the Skills Lab's Pods. This interaction helps to ensure that the Consultants we put forward are well matched to clients' requirements and project criteria, which ultimately makes for a successful deployment.

Our in-house investor relations function works with our external brokers and financial PR advisors to provide an overall programme of communication with shareholders and prospective investors, increasing the information available to them through our website and other channels.

People policies

Human resource policies and respect for human rights

We are committed to making FDM a great place for all our employees. Our policies on maternity, paternity, adoption, personal and special leave, and on sickness absence go beyond the minimum required by law. We are committed to fulfilling our obligations in accordance with the relevant legislation for applicants and existing employees who have disabilities. We give equal consideration to applicants with disabilities, and our staff who interview applicants receive training in disability awareness and unconscious bias in the recruitment process.

We have in place policies that prohibit discrimination and harassment in the workplace. We believe that our policies provide an effective framework to ensure that all our stakeholders and any other individuals with whom we interact in the course of our work are treated with respect and dignity, and in a way which accords with the Universal Declaration of Human Rights.

Anti-slavery and human trafficking policy

We are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of the business. We have considered the degree of risk that modern slavery could present within the organisation or in supply chains.

The nature of our business and the direct relationship we have with applicants to the training programmes means that the risk of modern slavery in our own organisation is low. We have reviewed supply chains and taken steps to address the potential risks of modern slavery and human trafficking.

The Group has in place an Anti-Slavery and Human Trafficking policy to assist in mitigating this risk, and maintains a process of due diligence on key suppliers to ensure that they meet our expectations in this area, enabling us to comply with our obligations under the Modern Slavery Act 2015. There is a pre-contract due diligence process, used with new suppliers to ensure that they confirm their commitment to comply with our policies and values, or that they have in place appropriate equivalent policies of their own. We have also developed a set of standard contractual clauses for inclusion in supplier contracts to reinforce this approach. The Group aims to promote a high level of understanding of the risks of modern slavery and familiarises all staff with these policies on induction. Additional training may be provided to key staff members where appropriate. The effectiveness of these steps is monitored annually by the Board.

Climate change

Implementation of the Task Force on Climate-related Financial Disclosures ("TCFD") framework

This report covers FDM's governance of climate change, its integration with overall risk management, strategy for managing climate-related issues and opportunities, and the metrics used to measure progress towards our targets. We conclude that the business strategy continues to be resilient against the risk level from climate change, which remains 'minor'.

In recognition of UK Listing Rule 6.6.6R(8), the following pages set out our climate-related financial disclosures consistent with the Recommendations and Recommended Disclosures as outlined in "Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures", published in October 2021 by the Task Force on Climate-related Financial Disclosures ("TCFD"). These disclosures also meet the mandatory climate-related financial disclosures under the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022.

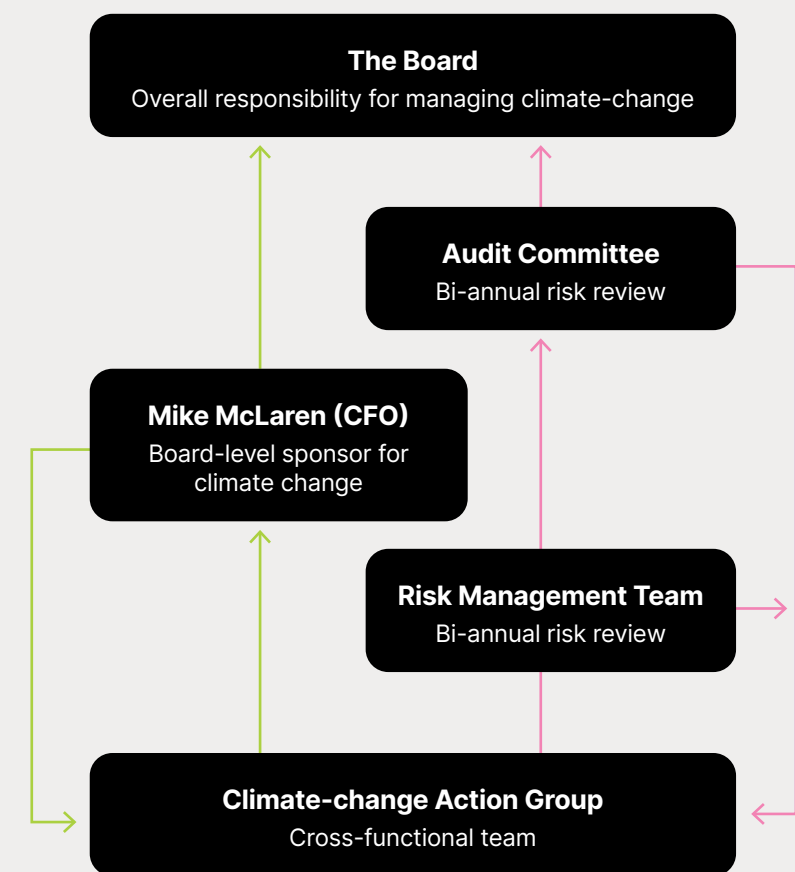
Recommendation	Recommended disclosures	Page reference
Governance Disclose the organisation's governance around climate-related risks and opportunities	a) Describe the Board's oversight of climate-related risks and opportunities	15
	b) Describe management's role in assessing and managing climate-related risks and opportunities	15
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	16 to 19
	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	16 to 17
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	16 to 17
Risk management Disclose how the organisation identifies, assesses, and manages climate-related risks	a) Describe the organisation's processes for identifying and assessing climate-related risks	17 to 18
	b) Describe the organisation's processes for managing climate-related risks	16
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	See Annual Report 2024 page 31
Metrics and targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	21
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks	20 to 22
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	23

Climate change continued

Governance

Board level

The Board has overall responsibility for climate change management, including oversight of climate-related risks and opportunities. The Board reviewed the Group's risks and opportunities from climate change in March and July, while it considered overall risk management across the Group. The Board is supported and informed on climate-related issues via two channels to ensure that any potential impacts of climate change are incorporated into the reviews of Group strategy, business plans and risk management. An operational and strategic channel reports into the Board via the Board sponsor for climate change, Mike McLaren (CFO). This occurs through the Climate-change Action Group which reports to the CFO periodically throughout the year. The risk channel monitors and informs the Board of climate-related risks through the Audit Committee, supported by the Risk Management Team.



↑ Operational and strategic channel
↑ Risk and reporting channel

Progress against climate targets is monitored and overseen by the Board, based on information (progress, KPIs and metrics) received from the Audit Committee. The Audit Committee meets twice a year to review all risks, referring key matters of risk to the Board, including climate-related issues. The level of climate-related expertise is considered to be sufficient given our

assessment of climate-rated risk and opportunities and the likely impact on the Group's strategy. External advice is obtained where appropriate. In deciding new office locations, the Board has continued with its strategy of leasing new FDM centres in central urban areas with good public transport links, thereby mitigating the effects from employee commuting.

Management level

Mike McLaren (CFO) has executive-level responsibility for climate change, reporting to the Board. The management-level Climate-change Action Group ('CAG') is a cross-functional team that assesses and manages climate-related risks and opportunities and resulting strategic impact, reporting to Mike McLaren. As required, members of the CAG attend external briefings from sustainability experts on

environmental matters and climate change. Combined with internal feedback and updates from the Risk Management Team, this allows the CAG to remain informed and up to date. The Risk Management Team meets regularly and reports formally to the Audit Committee twice a year (see Annual Report 2024 pages 29 and 30).

For 2024, part of the Executive Directors' annual bonus was targeted to improve FDM's overall

EcoVadis score. The metric has been applied under the Directors' Remuneration Policy and, together with the outcome, are set out on pages 108 and 109 of the Annual Report 2024. This links the Group's environmental actions and performance with the Executive Directors' remuneration and acts as an incentive for the business to focus on the promotion of two pillars from the assessment; Environment; and Sustainable Procurement.

Risk management

FDM's climate-related risk management is integrated into the Group's overall risk management framework (see Annual Report 2024 pages 29 and 30). All climate-related risks are assessed in the same manner as other Group risks, so that their relative significance can be assessed. The Group's Risk Register categorises all existing and emerging risks, including climate-related risks, with the Register

covering the probability of the risk occurring and the degree of the potential impact. Potential risks are assessed whether they occur within the Group's own operations, or upstream and downstream of the Group and the timeframe in which they first occur. The following timeframes have been chosen:

- Short-term (0 to 3 years) aligns to the business planning cycle;
- Medium-term (4 to 6 years) aligns to near-term targets;

- Long-term (beyond 6 years) aligns to our net zero ambitions and encompasses long-term industry and policy trends. This timeframe also allows for climate-related risks and opportunities to manifest.

The CAG has assessed and updated the climate-related risks and opportunities relevant to FDM. These were initially identified with the help of an external sustainability consultancy firm. All risks are assessed on a 5x5 matrix assessing both impact and likelihood, which allows for the prioritisation of risks.

Risk impact (materiality) is defined by the following table, in respect of the year in which the event takes place:

Insignificant	Minor	Moderate	Major	Serious
Impact on profit before tax or lost opportunity of <£0.5m	Impact on profit before tax or lost opportunity of £0.5m – £2m	Impact on profit before tax or lost opportunity of £2m – £7.5m	Impact on profit before tax or lost opportunity of £7.5m – £30m	Impact on profit before tax or lost opportunity of >£30m

Risk likelihood is defined under five categories: Very unlikely, Unlikely, Possible, Likely, Almost certain.

Any mitigation factors for risks, including climate-related risks, are also included in the Group Risk Register and this combined exposure informs the decision for managing risks (e.g. further mitigation, accept, or control). Risks are subject to ongoing refinement and quantification over time, which assists with incorporating their management into the ongoing strategy, budgets and financial statements.

Strategy

As a service business, FDM Group's overall net climate risk, accounting for mitigation, has been assessed as minor. The combined gross risk, before mitigation and controls, has been assessed as moderate and, in isolation, the impact of most climate-related risks before mitigation is minor. Our main physical risk exposure is from riverine and coastal flood risk, over a timeframe out to 2050, however given that all of our locations are in large cities with modern flood defences, we consider this risk to be insignificant. Further mitigative actions to this risk include:

- All offices are leased, and most leases are short or medium term. In many locations we use flexible workspaces with even shorter lease commitments, and if appropriate, we will expand this approach, decreasing our asset risk exposure further.

- Insurance recovery in the event of natural disasters.
- Consultants work from client sites or at home and not from our centres.
- Established work-from-home procedures and an agile and flexible working model mean limited loss of business productivity in the event of travel-related or site-related disruption.
- High-rise office locations in central business districts.

Other physical climate-related risks (higher mean temperatures, rising sea levels, wildfires, severe weather including typhoons/ hurricanes) are not seen as having any material impact over the forecast period.

New sites in 2024 have been assessed for physical risks and the conclusion above remains unchanged.

Climate change continued

We have used scenario analysis to improve our understanding of the sensitivity of certain risks to different climate outcomes, which helps assess the resilience of our business to climate change. We have used the same three climate-related scenarios as last year, looking out over a timeframe to 2050:

- **Net Zero Emissions by 2050 (NZE)**: a normative scenario which sets out a narrow but achievable pathway for the global energy sector to achieve net zero CO₂ emissions by 2050. It does not rely on emissions reductions

from outside the energy sector to achieve its goals. This meets the TCFD requirement of using a “below 2°C” scenario and is included as it informs the decarbonisation pathways used by the Science Based Targets initiative (“SBTi”).

- **Stated Policies (STEPS)**: the roll forward of already announced policy measures. This scenario outlines a combination of physical and transition risk impacts. This scenario is included as it represents a mid-way pathway with a trajectory implied by today’s policy settings.

- **RCP 8.5****: where global temperatures rise between 4.1-4.8°C by 2100. This scenario is included for its extreme physical climate risks as the global response to mitigating climate change is limited.

* IEA (2022), World Energy Outlook 2023, IEA, Paris

** IPCC, 2014: Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change

Risks

Looking out over a timeframe to 2050, the three key climate-related risks identified are medium term risks:

Risk	1. Risk to FDM of not meeting its near-term greenhouse gas emission targets	2. Risk of failure to meet the expectations of clients and other stakeholders	3. Cost to FDM of carbon pricing in the value chain
Type	Transition (Market and reputation)	Transition (Market and reputation)	Transition (Current and emerging regulation)
Area	Own operations/ upstream	Own operations/ upstream	Own operations/ upstream
Primary potential financial impact	Lower profit margins through increased costs and lower revenue	Loss of revenue due to decreased client demand	Higher costs associated with energy and other inputs
Time horizon	Medium term	Medium term	Medium term
Gross likelihood	Possible	Possible	Likely
Gross impact	Moderate	Major	Minor
Net likelihood (with mitigation)	Possible	Unlikely	Possible
Net impact (with mitigation)	Minor	Minor	Insignificant
Location or service most impacted	Global	Global	Purchased goods and services
Metrics used to monitor risk	Scope 1, 2 and 3 greenhouse gas emissions	Scores from external sustainability ratings (including CDP and EcoVadis)	Scope 3 greenhouse gas emissions

1) Risk to FDM of not meeting its near-term greenhouse gas emission targets

FDM has clear targets associated with climate change. FDM’s combined annual Scope 1, 2 and 3 greenhouse gas emissions remain low at below 1 tCO₂e per employee. At present the largest source of operational emissions for the Group is within Scope 3. There are aspects of the delivery against this plan that are reliant on third parties, and further action from third parties is required for FDM to meet its Scope 3 near-term targets. Its Scope 1 and 2 emissions remain low, and the business continues to negotiate with its landlords to move towards energy supply agreements that are fully renewable. The potential outcomes have been reflected in the choice of assigning a ‘moderate’ impact level to the risk before mitigation.

2) Risk of failure to meet the expectations of clients and other stakeholders

Some of FDM’s largest clients require suppliers to maintain SBTi approved targets, have a net zero emissions plan in place, and submit climate change data to CDP and other similar ratings platforms. FDM Group communicates progress against its sustainability goals

and its annual greenhouse gas emissions remain low at below 1 tCO₂e per employee. Failure to communicate progress effectively or meet stakeholder expectations may lead to reputational issues or lower revenue due to lost custom. We have categorised the net likelihood of this risk as ‘unlikely’, given the Group has near-term emissions targets approved by SBTi and meets all necessary expectations from external stakeholders in terms of reporting.

3) Cost to FDM of carbon pricing in the value chain

As FDM’s emissions remain low, our analysis has shown the impact from carbon pricing to be mostly ‘insignificant’. The scope of carbon pricing (applied directly or indirectly) is expected to expand over the medium term, and the price of carbon is expected to rise in the drive to make businesses more accountable for their energy use and carbon emissions. As part of our Carbon Reduction Plan, we use efficient data centres and have continued engagement with our top suppliers to reduce Scope 3 emissions from purchased goods and services.

Climate change continued

Opportunities

Looking out over a timeframe to 2050, three key climate-related opportunities have been identified across the medium and long term:

Opportunity	1. Opportunities in climate-related consulting	2. Energy savings	3. Increased competitive advantage in the market
Type	Products and services	Resource efficiency	Resource efficiency
Primary potential financial impact	Increased sales	Decreased costs	Decreased costs
Time horizon	Medium to long term	Medium term	Medium term
Likelihood	Possible to likely	Almost certain	Possible
Impact	Minor	Minor	Minor
Location or service most impacted	Global	New York, Singapore, Hong Kong	All services

1) Opportunities in climate-related consulting

Clients, especially within the Energy and Utilities sectors, will require Consultants to assist with accelerating their green transition. A secondary impact as a result may be an improved reputation with regards to this type of work, leading to further sales opportunities and enable FDM to expand its client base in the sector. This is an area that continues to be investigated, although the likely impact is minor in the medium term.

2) Energy savings

Decreasing energy consumption by reducing energy use and increasing efficiency may decrease costs and mitigate against the cost of future carbon pricing. This will have the emergent benefit of further mitigating the impact of Risk 1 outlined above. The business' strategy to reduce the footage of its offices is in response to the aim to reduce overall energy consumption. Engagement with landlords to introduce energy saving measures continues, and has already occurred in 2024 when we moved to a newer, more energy efficient office in Brighton.

3) Increased competitive advantage in the market

FDM's emissions remain low. We believe the Group is well-placed in the market in terms of its sustainability reporting. As clients become selective in their sustainability requirements, it could lead to more opportunities to capture market share against competitors. This will be achieved by continuing to support the Group's sustainability strategy and maintaining engagement with clients to understand their future expectations.

Metrics and targets

FDM is committed to net zero emissions across Scope 1, 2 and 3 greenhouse gas emissions by 2050. As an important step towards this goal, we have set near-term reduction targets which have been verified by SBTi. These are:

- Reduce absolute Scope 1 and 2 emissions by 50% by 2030 from a 2020 base year; and
- Reduce Scope 3 emissions by 62% per employee by 2030 from a 2020 base year.

We report our emissions and energy data on page 21, and our progress against these targets on page 23. The calculation of FDM's carbon footprint is in line with the principles and requirements of the Greenhouse Gas Protocol. We also monitor the amount and percentage of electricity consumed from renewable sources; this metric is included on page 21.

Although we acknowledge the recommendation to integrate an internal carbon price, Risk 2 highlights that it is currently not financially material and therefore deemed unnecessary.

Environmental performance

Operating in a sustainable manner

At FDM, we recognise the significance of climate change, and realise that our activities and operations have an associated environmental impact. As such, we take into consideration and aim to reduce the impact our business activities have on the environment and on climate change.

The risks from climate change on the Group are described on pages 16 to 18. This includes assessing the risks of the direct physical effects of climate change, the transition to a low carbon economy and how climate change might impact the Group's ability to continue its business activities.

We report our carbon and energy data following Streamlined Energy and Carbon Reporting ("SECR") requirements.

Carbon and energy data 2024

Directors' statement of SECR compliance

FDM Group continues to meet the greenhouse gas emissions reporting requirements of The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. We have prepared this report in accordance with the requirements for quoted companies under these regulations.

We report the Group's carbon footprint from our global operations to include Scope 1, Scope 2 and Scope 3 emissions from the following categories:

Scope 3 emissions reported by category

1	Purchased goods and services
2	Capital goods
3	Fuel- and energy-related activities
5	Waste generated in operations
6	Business travel
7	Employee commuting

There are 15 categories of Scope 3 emissions, however, the following Scope 3 categories are not applicable to FDM: Category 4 (Upstream transportation and distribution. Emissions from transport costs related to capital goods are captured under Scope 3 Category 2 Capital goods); Category 8 (Upstream leased assets); Category 9 (Downstream transportation and distribution); Category 10 (Processing of sold products); Category 11 (Use of sold products); Category 12 (End-of-life treatment of sold products); Category 13 (Downstream leased assets); Category 14 (Franchises); and Category 15 (Investments). FDM does not sell physical products to consumers, therefore, FDM has no downstream emissions associated to the use of a sold product.

We also include metrics related to our Group Carbon Reduction Plan, which is outlined on page 23.



Environmental performance continued

Emissions

	Emissions source	2022 tCO ₂ e	2023 tCO ₂ e	2024 tCO ₂ e
Scope 1	Natural gas	59	98	103
	Company cars	3	5	6
Total Scope 1		62	103	109
Scope 2	Electricity (Market based) ¹	112	109	107
Total Scope 2		112	109	107
Scope 3	Purchased goods and services	1,705	1,833	1,331
	Capital goods	96	172	66
	Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	122	135	146
	Waste generated in operations	25	10	7
	Flights	521	540	476
	Other business travel	39	75	72
	Employee commuting	1,184	1,464	1,352
Total Scope 3		3,692	4,229	3,450
Total emissions (Scope 1, 2 and 3) (Market based)		3,866	4,441	3,666
Total emissions (Scope 1, 2 and 3) (Location based)		3,986	4,578	3,786
Average number of employees		6,685	6,482	4,779
Emissions (Scope 3 only) per employee (tCO₂e)		0.55	0.65	0.72
Emissions (Scope 1, 2 and 3) per employee (tCO₂e)		0.58	0.69	0.77
£ million of revenue		330.0	334.0	257.7
Emissions (Scope 1, 2 and 3) per £ million of revenue (tCO₂e)		11.7	13.3	14.2

¹ Scope 2 location-based electricity emissions are: 2022: 232 tCO₂e; 2023: 246 tCO₂e; 2024: 227 tCO₂e.

Energy usage²

	2022 kWh	2023 kWh	2024 kWh
Total energy usage²	1,457,533	1,767,533	1,565,124
– from renewable sources	622,634	654,052	600,420
– from non-renewable sources	834,899	1,113,481	964,704

	2022		2023		2024	
	UK	Global (excluding UK)	UK	Global (excluding UK)	UK	Global (excluding UK)
Scope 1 and 2 emissions (tCO₂e) (Market-based)	59	115	98	114	105	110
Total energy usage² (kWh)						
– from renewable sources	622,634	–	642,835	11,217	582,009	18,411
– from non-renewable sources	346,610	488,289	624,625	488,856	612,532	352,172
	969,244	488,289	1,267,460	500,073	1,194,541	370,583

² Energy reporting includes kWh associated with Scope 1 and Scope 2 emissions and fuel used in personal or hire cars on business use.

Electricity consumption	2022	2023	2024
% of electricity consumed from renewable sources	58%	64%	68%

Annual greenhouse gas emissions

Our total emissions per employee remain below 1 tCO₂e.

The Group's Scope 1 and Scope 2 emissions are minimal, and our total worldwide Scope 3 emissions remain low. In 2024, we conducted our second employee commuting survey which provided us with insight into our employees' travel patterns and enabled us to obtain data on the frequency and means of employees' travel.

Supplier specific data has been used to calculate emissions where the data was publicly available and reliable. In 2024, spend on specific suppliers was 32% of total purchased goods and services spend (2023: 34%), emissions from specific suppliers were 8% (2023: 16%).

In the year, our combined total Scope 1, Scope 2 and Scope 3 emissions decreased by 17% as the business scaled back its operations. Our total emissions per employee remain low at 0.77 tCO₂e. The average emissions per employee increased in the year by 12% due to the impact of the 17% drop in total emissions being offset by a 26% decrease in the average number of employees.

At year-end the Group had three company cars (2023: three), one of which is a self-charging electric hybrid. All three are pool cars available for business use only.

Environmental initiatives

We have expanded FDM's 'Supplier Checklist' to enquire and challenge our top suppliers' sustainability initiatives, including whether they have a published Net Zero target and whether it has been SBTi validated. Of the spend on our top 30 suppliers, 76% is with companies who have made public their Net Zero commitment. We continue to engage with our top suppliers with the aim to reduce their emissions, which will reduce our emissions from purchased goods and services.

We are reducing our energy consumption through:

- Undertaking direct actions and steps identified as part of FDM's UK ESOS Action Plan including the introduction of efficient lighting in our new Brighton office;
- We continue to virtualise our IT estate: Our energy requirement is lower because our cloud-based systems and data are hosted at efficient datacentres, run by Microsoft Azure, that flex capacity in line with our usage.

FDM's offices are leased. We remain in regular dialogue with our landlords regarding switching to electricity tariffs sourced from 100% renewables sources. In 2024, 68% of the Group's total electricity consumed was from 100% renewable sources (2023: 64%).

We have policies and facilities in place to reduce waste disposal and promote:

- recycling of paper, plastics and cans at our centres; ensuring that only the minimum goes to landfill; and
- the use of video conferencing technology and other collaborative tools to reduce the need for travel.

2024 emissions' methodology

As an IT-focused global professional services provider, we recognise the importance of quality data management. We have processes and controls in place to capture actual consumption where possible. In line with common practice, where the data is incomplete we model the consumption using estimates. We work with CEN-ESG, a leading provider of sustainability advisory services, to ensure that we continue to follow best practice in the assessment and reporting of our environmental performance. Our engagement with CEN-ESG enables us to provide transparency to stakeholders and to further identify opportunities to improve our environmental performance.

The Group has defined its organisational boundary using an operational control approach with no material omissions from within the organisational boundary of the Group. The methodology used to calculate the greenhouse gas emissions is in accordance with the principles and requirements of the following:

- World Resources Institute (WRI) GHG Protocol: A Corporate Accounting and Reporting Standard (revised version); and
- DEFRA's Environmental Reporting Guidelines: Including Streamlined Energy and Carbon Reporting requirements (March 2019).

Emissions have been calculated using the appropriate conversion factors such as the 2024 issue of the UK government's Greenhouse Gas Conversion Factors for Company Reporting and spend-based factors from Environmentally-Extended Input-Output ("EEIO") models.

Reported annual emissions information and annual energy usage is presented for the same period as the accounting period, being the twelve months ending 31 December.

Environmental performance continued

Group Carbon Reduction Plan and progress update

The Board approved the Group Carbon Reduction Plan in December 2021. FDM is fully committed to playing its part in addressing the climate crisis and has set ambitious near-term science-based targets in line with a 1.5°C limit to global warming, and to delivering net zero emissions across all Scopes by 2050.

In June 2022, the SBTi validated that FDM's near-term targets conform with the SBTi Criteria and Recommendations (version 4.2). FDM's progress against these targets is detailed below:

SBTi-validated target	Progress
To reduce absolute Scope 1 and 2 GHG emissions by 50% by 2030 from a 2020 base year	2024 Scope 1 and 2 GHG emissions are 46% lower than in our 2020 base year. FDM is focused on working with its landlords to reduce further its Scope 2 emissions from purchased electricity by switching to tariffs that source 100% renewable electricity.
To reduce Scope 3 GHG emissions by 62% per employee by 2030 from a 2020 base year	<p>Reducing our Scope 3 GHG emissions remains challenging:</p> <ul style="list-style-type: none"> The 2020 base year was not representative of our Scope 3 emissions for business travel and employee commuting because national lockdowns and restrictions on our travel patterns from the COVID-19 pandemic limited our employees' movements. When we set our near-term target, we expected decarbonisation of the grid to lead to a significant year-on-year reduction in the conversion factors that we use in the calculation of emissions from our Purchased Goods and Services. The speed of reduction has been lower than we initially forecast. <p>However, we continue to monitor our performance and the related underlying factors, taking action to reduce our emissions.</p>

Outlined below are our ongoing actions planned to reduce our greenhouse gas emissions. We will continue to:

Engage with our supply chain

Engage with our top suppliers to report their emissions reduction goals and disclose annually reliable information on emissions performance and targets.

Improve energy efficiency

Conduct energy efficiency audits to identify opportunities for energy and cost savings. We are in dialogue with our landlords regarding the introduction of further energy-saving initiatives.

Implement energy efficiency measures across our operations, including by our data centre providers, and IT equipment.

Procure renewable energy

Work with our landlords to move to 100% renewable sourced electricity supplies.

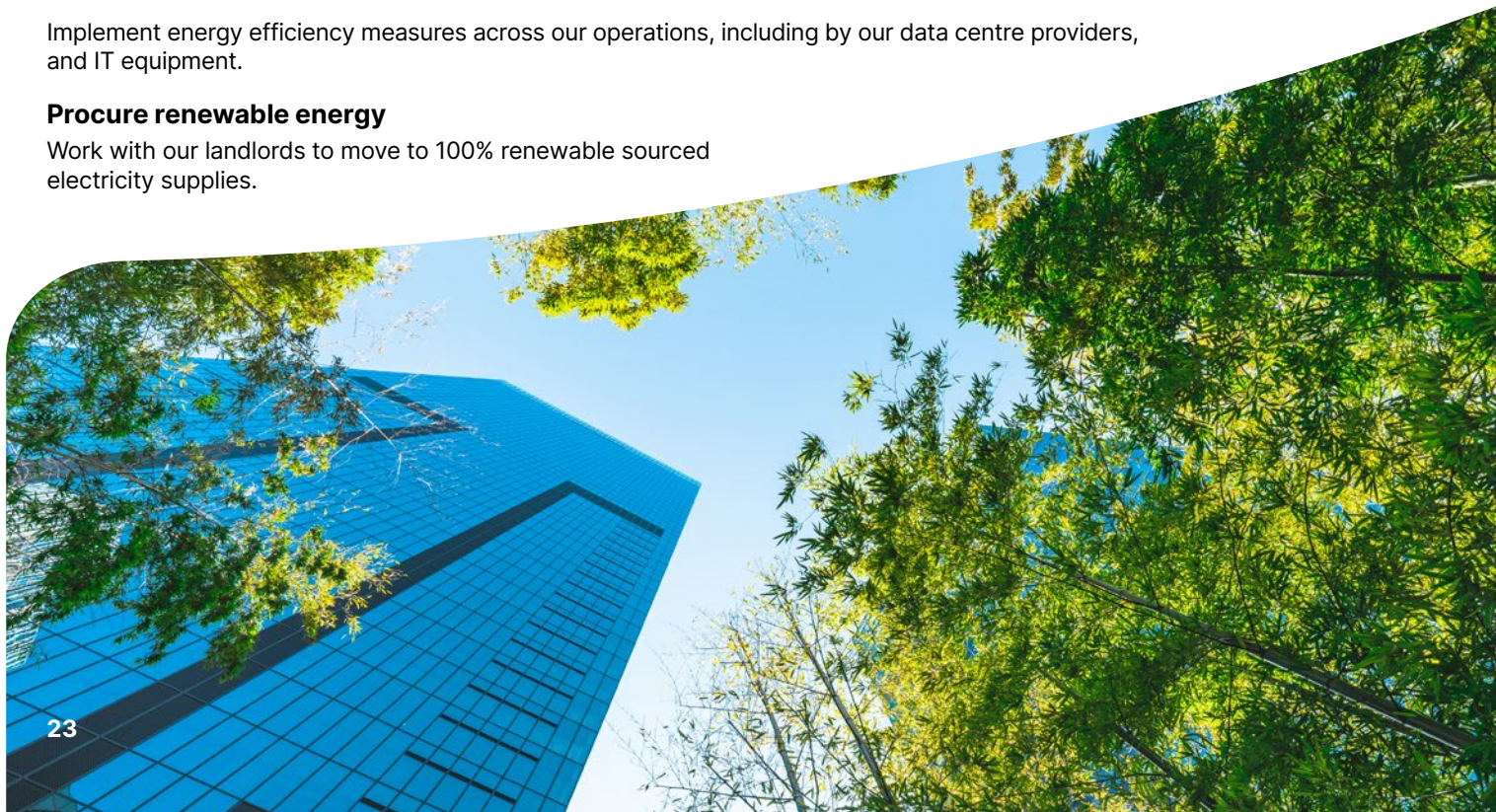
Statement by the Directors in performance of their statutory duties under s.172(1) Companies Act 2006

The Directors of the Company have an obligation to act in accordance with a general set of duties which are set out in section 172 of the Companies Act 2006 ("Companies Act"). This states that the Directors must act in the way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its shareholders as a whole and, in doing so, have regard (amongst other matters) to:

- the likely consequences of any decisions in the long term;
- the interests of the Company's employees;
- the need to foster the Company's business relationships with suppliers, clients and others;
- the impact of the Company's operations on the community and environment;
- the desirability of the Company maintaining a reputation for high standards of business conduct; and
- the need to act fairly as between shareholders of the Company.

Directors are briefed on these duties as part of their induction, and have access to professional advice on them, from the Company Secretary or, if they consider it necessary, from an external independent advisor. The Directors fulfil this duty partly by delegating responsibility for day-to-day decision-making to the Executive Team and other senior managers, under a robust governance structure which is described in further detail in our Corporate Governance Report, and by consulting on a regular basis with all its regular stakeholders as also outlined throughout this report and taking into account their feedback.

The Directors consider, both individually and together, that they have acted in accordance with their duties under s.172 of the Companies Act in the decisions taken during the year ended 31 December 2024 (pages 71 and 72 of the Annual Report 2024). There are examples throughout the Annual Report of how the Board takes into account the matters referred to above.



Statement by the Directors in performance of their statutory duties under s.172(1) Companies Act 2006 continued

The table below sets out the matters which reflect decisions the Board has made in response to engagement with, or taking into consideration importance of particular matters to, different stakeholder groups. Further, the key focuses of the Board (as set out in Annual Report 2024 from page 74) also reflect the steps taken by the Directors to meet their obligations in accordance with s.172 of the Companies Act.

Relevant stakeholders	Decisions made and outcome
Employees, clients, shareholders	Following an extensive consultation with all stakeholder groups to understand their views of FDM's values, purpose, and position in the market, the Group launched its new brand in March 2024. Consultation included with Consultants and internal staff, clients and analysts (who have passed on their understanding of shareholder thinking). The project enhanced awareness of FDM's brand in the market and has focused the minds of staff and clients on the Group's values and aims.
Shareholders, employees	Increasing management focus on utilisation of staff and balancing supply of Consultant resource with current (and predicted) client demand. Optimising the Consultant bench to increase cost efficiency during a period of slower trading, and ensuring the right quality and blend of skills is available on the bench when demand increases again, while managing the phasing of investment cost in recruitment and coaching to minimise adverse impact on the Group's financial performance.
Shareholders, employees	The Board undertook a review of our central functions and implemented restructuring plans to right-size a number of key internal teams and bring the scope of their work in line with the current requirements of our Consultant cohort, the needs of our business and the trading environment in which we operate. This will deliver more agile and responsive teams, aligned with the needs of the business and will enhance the governance of internal projects to drive efficiency, quality, delivery and accountability.
Shareholders, clients	Cybersecurity is always an area of focus in our engagement with shareholders and clients. During the year the Board worked with external advisors on a simulated crisis management exercise to test readiness for the aftermath of a serious cybersecurity attack, and has engaged external specialists to provide a quarterly update directly to the Board on trends and current issues in information security.
Shareholders, employees, the environment	The Remuneration Committee has continued to set bonus metrics for Executive Directors based on factors relating to ESG, including measures designed to promote social mobility, sustainability initiatives, and drive the satisfaction of Consultants and internal employees. For more information see Annual Report 2024 pages 108 and 109.
Shareholders, clients, the environment, suppliers	The business has made submissions to CDP (formerly Carbon Disclosure Project) and EcoVadis rating platforms to enhance investor and client understanding of the environmental and social impact of our business and how these aspects are governed. Increased engagement with EcoVadis enabled greater recognition of the steps we are taking in this area, achieving an improved score and helping us to identify areas to improve our sustainability in the coming year.
Employees, clients	In 2024, the Group launched its FDM Alumni Network, increasing engagement with the alumni population, maintaining a connection with them after they have entered the wider global workforce. This has enabled us to identify opportunities for business in new areas where those alumni now work. For more information see page 10.

Non-financial and Sustainability Information Statement

Compliance Statement

We comply with the requirements of sections 414CA and 414CB of the Companies Act (as amended by The Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022) with the table disclosed below and other disclosures throughout the Strategic Report. The information provided below is to help our stakeholders understand our position on key non-financial matters, specifically activity relating to:

- climate-change related financial disclosures;
- environmental matters (including the impact of the Company's business on the environment);
- the Company's employees;
- social matters;
- respect for human rights; and anti-corruption and anti-bribery matters.

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This Sustainability Report is an extract from the Strategic Report in the Annual Report 2024, that was approved by the Board of FDM Group (Holdings) plc on 18 March 2025 and signed on its behalf by:



Rod Flavell
Chief Executive Officer
18 March 2025



Powering the people behind tech and innovation

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