



Sustainability Report

OUR IMPACT IN FY2025

Contents

Welcome	4
About us	5
What we do	6-7
TrackaBL	8
How we're governed	9
Making a big impact	10
Our policies	11
Support the Goals	12-13
Our accreditations and memberships	14-15
Our priorities	16
Our commitments, targets and progress	18-19
Climate and carbon	20-23
Waste	24-25
Biodiversity	26-27
Equality	28-29
Living Wage / Decent Work	30-39
You can't spell charitable without TBL	40
ESG data	42-44



A welcome from our Managing Director



It's easy to think that sustainability took a back seat for businesses in 2025. The political rhetoric in the US was distinctly cool on topics like ESG and DEI which, in turn, meant it dropped down the agenda for investors.

Beyond the headlines, however, the facts and figures tell a very different story. Renewable electricity generation reached 33.8% of the global power mix in 2025, meaning that more than 42% of the world's energy came from low-carbon sources, including nuclear, overtaking coal for the first time in history.

8 out of 10 businesses also increased their investments in sustainability in 2025, despite rising costs. This wasn't just the big businesses either – 88% of small businesses cited sustainability as a key driver for future growth.

It's clear that the negativity that we're constantly bombarded with doesn't reflect the great things that are happening. Sadly, bad news always creates a more attractive headline, and politicians find it easier to gain support by being an angry voice, so the good news does tend to get drowned out.

This is why our team at TBL is so adamant about being a positive voice for the great things that are happening in the world. Our values aren't just empty words – we chose them because they reflect how we all feel about our world and the work we do to make a difference.

We're optimistic, because we genuinely believe that great things are happening. The facts back it up – poverty is declining,

life expectancy is increasing, education is improving, and our energy mix is becoming cleaner.

We're not just tree-huggers, though. We're pragmatic and recognise the fact that the priority of the businesses we work with is to make a profit. That's why we focus on helping them increase their profitability first but look at how they can do this in a way that has a positive impact on people and our planet.

One of our most important values is being straight-talking. Sustainability is full of jargon, all of which can prevent people from understanding how to make positive progress. Our "Blackpool Pub Test" makes sure that we keep our language simple enough to use in a Blackpool Pub (places I'm very familiar with!), and that we always aim to help, not to please.

Lastly, we're change-makers, as that's the core of what we do. The businesses we work with are full of great people who want to do the right thing, and that often means looking at things in a different way. We help them to question their thinking and look at ways to improve.

I'm incredibly proud of our team at TBL and our customers for all the positive change they've made in 2025 and looking forward to continuing our impact in 2026.

About us we are...

...a team of sustainability strategists, carbon, net-zero and reporting analysts, writers, designers, and project managers that help businesses operate more sustainably, compliantly, and profitably. We've been doing it since 2016.

Our values

Straight talking

Sustainability has a habit of disappearing up its own acronyms. We believe if it's worth saying, it's worth saying simply, so everyone understands and everyone can make a difference.



Change makers

Every day, we make a difference to the organisations we work with and the organisations they work with. We take that responsibility *really seriously*.



Pragmatic

Some change is relatively easy to make. Some probably isn't feasible right now. So we look at what's possible and profitable. Then we help you achieve it.



Optimistic

We've yet to meet the business that doesn't want to do (more) good. So we don't focus on what you're not doing. We help make the good you're already doing better.



About us what we do

People. Planet. Profit – the triple bottom line. We help businesses balance them all.

Over the past year, we've expanded our services so we can make an even bigger impact on our customers' businesses, on their customers and supply chain partners. It's how we deliver social and environmental impact.



"Operating sustainably isn't a burden; it's an opportunity. It can cut energy costs. It can reduce risk. Even a fairly basic sustainability report can help you comply with regulations and support tendering. What we do isn't just about real-world benefits for the planet and society. It's about real-world benefits for our customers too."

Adam Higgins, Head of Customer Support



Strategy and communications

The right sustainability strategy reduces risk, unearths new opportunities for innovation, and helps companies stay competitive. We help shape strategies, set the targets and engage people and customers through sustainability reporting and other communications.

[Find out more](#)



Reporting and compliance

EcoVadis. CDP. CFD. Whether standards compliance is mandatory or optional, we help organisations target the standards that could bring greatest benefit. Then, we help them meet them and – because they're constantly evolving – keep meeting them.

[Find out more](#)



Net zero

From carbon accounting and net-zero roadmaps to progress tracking and the data organisations need to meet reporting standards, we help put in place the building blocks of a robust net-zero strategy. Then we help our customers achieve it.

[Find out more](#)



Supply chain

More than 80% of emissions occur in a business' supply chain. So if you want to deliver real sustainability (and improve efficiency, resilience and competitiveness), you need to look beyond your own organisation. We make it easier for organisations to understand, engage with, and drive positive change among their suppliers.

[Find out more](#)

TrackaBL

making it easier to make an impact

Few organisations have a clear overview of where they're 'at' sustainability-wise. Many don't know where to start. Many more often lack the strategy, the targets and the know-how to ensure sustainability makes a difference in their businesses and beyond.

That's why, throughout 2025, we've been developing TrackaBL, a powerful but simple tool that enables us to help more customers make a greater impact. By year-end, launch was imminent.

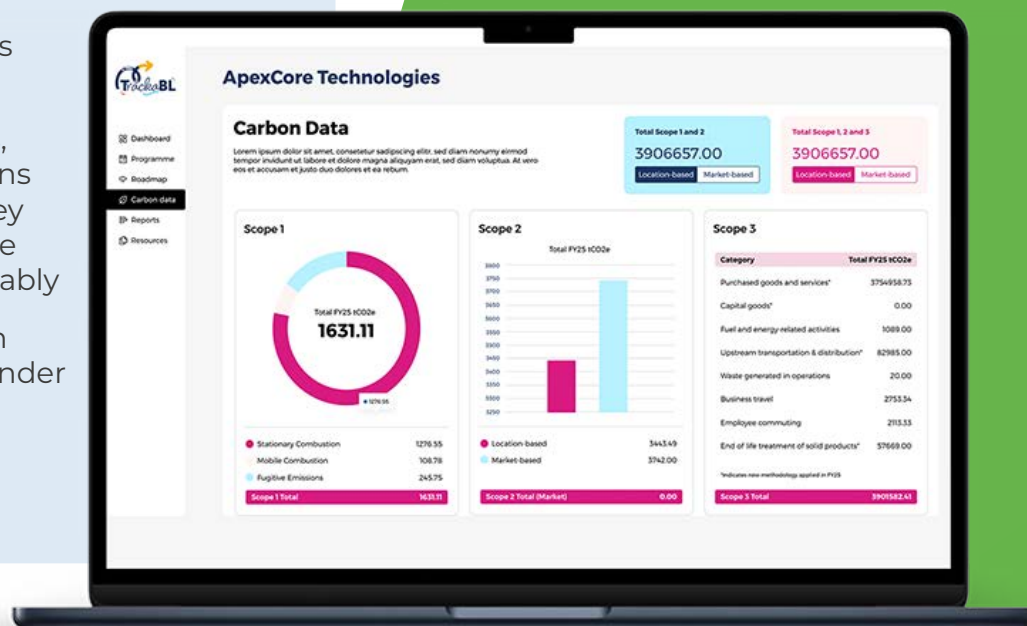
Your sustainability journey mapped, tracked and made simple

TrackaBL is TBL's self-service sustainability portal. It helps businesses of any size start and/or grow their sustainability journey, bringing it all together in one clear, simple space.

It makes it easy to make progress, track progress, and see where they're going next.

What's included?

- Sustainability roadmap – a personalised guide to your journey – with tools to track progress.
- Templates & policies to make aligning with B Corp & EcoVadis easier
- Training courses for employees, leaders, sustainability champions and procurement teams, so they understand the basics – and the value – in working more sustainably
- Action plans to get started with net zero, biodiversity, waste, gender equality, and living wage
- Full visibility of your carbon footprint (if we've calculated it)



How we're governed

Governance is about how an organisation is managed. It's about putting the structures in place that ensure a business' sustainability ambitions are led and supported by the people at the top of the organisation who are also accountable for progress.

We're a growing team but we're still small, so we don't need to be overly formal in the way we handle governance within TBL. Our management team now comprises:

- Managing Director
- Head of Customer Support
- Head of Technical Delivery
- Head of Strategies and Communications
- HR, Finance and Sustainability Manager

They continue to define the course, set the strategy, and review progress, but as a close-knit group, every member of the team still has a say (and an active role) in plotting our direction and how we get there.

Every member of the team, for example, contributed to this report.

Customer Advisory Board

Our customers love what we do and how we do it. We'd like to keep it that way. That's why we created our Customer Advisory Board.

It includes TBL's leaders and a group of customers representative of all the types of organisations we support. Together, our board members give advice and feedback on our progress, plans, and general operations.

In 2025, the Board continued to help us test ideas, shape priorities, and make sure our services remain useful to the organisations we support.



Making a big impact

As a small business, the direct impact we have on people and the planet is also small. Nevertheless, we're working to ensure that, each year, the impact is an increasingly positive one. You'll find more about our efforts in these areas throughout the rest of this report.

A bigger impact

We're a sustainability business, so it follows that our work in helping our customers make a positive impact on sustainability far outweighs our own direct actions. We empower our customers to take meaningful action, amplifying our collective impact on the world.

We achieve that by helping our customers drive significant change within their businesses, from reducing carbon footprints and procuring more sustainably, to enhancing social responsibility.

The biggest impact

For any business, the vast majority of its carbon emissions occur in its supply chain. This is where the biggest potential for improvement lies, yet it's also the area that organisations have found hardest to change.

Through Support the Goals (**see p12**), we help organisations rate, reward and educate their suppliers, creating a cascade effect that extends our impact from around 100 customers to thousands of suppliers.

Our policies

For any organisation, policies create the framework that helps ensure you operate in a way that's consistent with your values, aims and strategy. This year, for the first time, we're making our policies public.



Environmental Policy



Diversity, Equity and Inclusion (DE&I) Policy



Supplier Code of Conduct



Data Protection Policy



Ethical Business Policy



Gender Pay Gap Report 2025



Publishing these policies is a small but important step in making our standards clearer, both for our own team and for the organisations we work with.



We're the founders of Support the Goals

Most of every business' emissions, waste, and impact on nature occur in the supply chain. So that's where the biggest potential for improvement lies. Support the Goals makes it easier to unlock that potential.

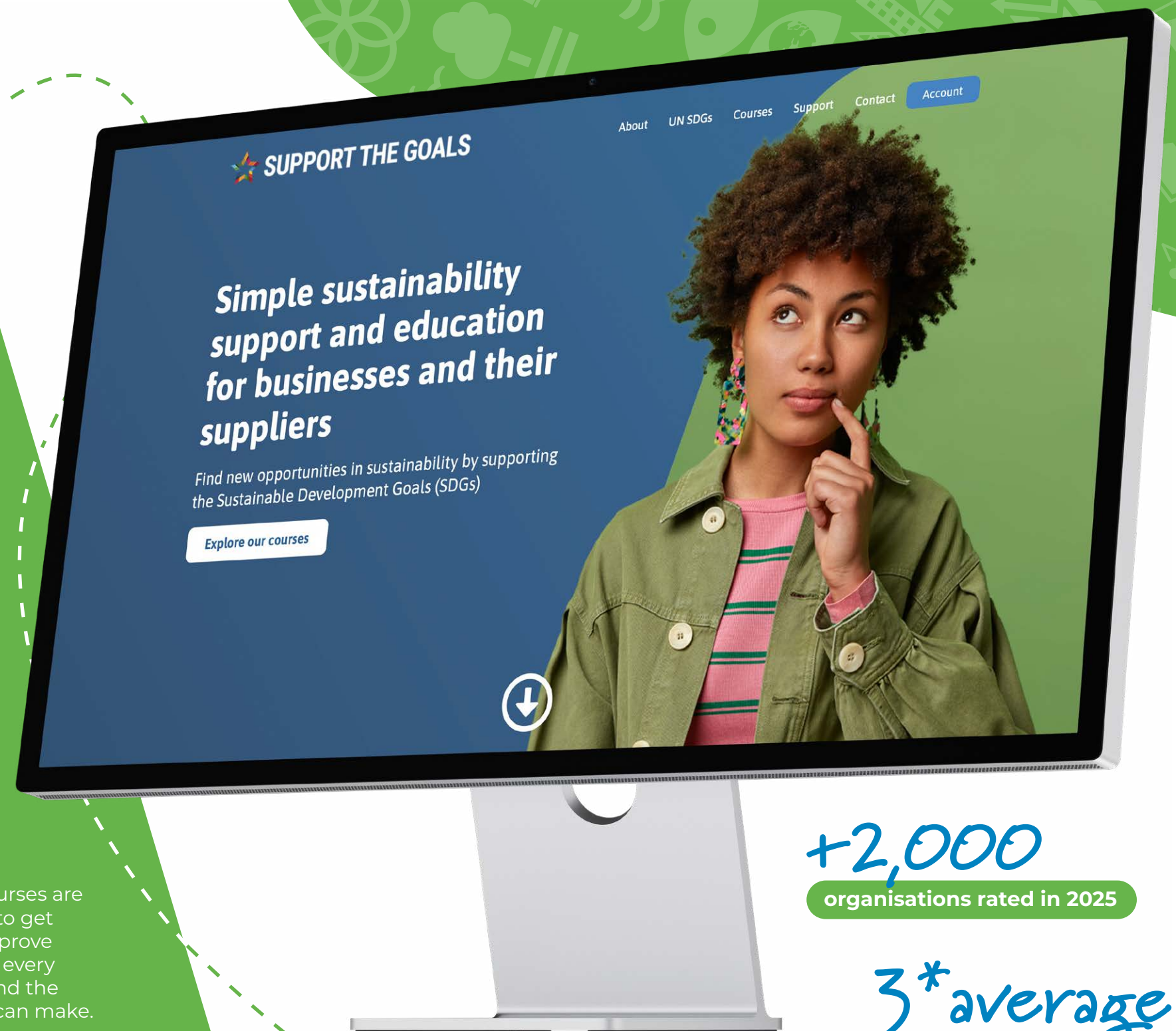
Support the Goals, from TBL, is the online platform that provides free, accessible sustainability education resources, benchmarking and recognition for businesses and suppliers.

Through Support the Goals, businesses can:

- **Benchmark:** Compare sustainability performance with other businesses using an Ambition and Action Report that rates organisations against five key sustainability criteria: net zero, biodiversity, waste, gender equality, and living wage.
- **Improve:** Each report shares simple, practical ideas to help organisations drive change, improve performance and communicate sustainability credentials.

- **Educate:** Support the Goals courses are simple (and often free) guides to get started in sustainability and improve performance. The courses help every member of the team understand the issues and the difference they can make.
- **Recognise:** An SDG Ambition rating awards stars for commitments and actions, giving suppliers a powerful promotional tool to showcase their sustainability.

As architects of the Ambition Rating, we've used the key sustainability areas to inform the structure of this sustainability report (see p16).



+2,000
organisations rated in 2025

3* average
SDG Ambition Rating



"Lots of organisations are doing good things within their own businesses. The real challenge is getting their supply chains involved, because that's where the biggest potential for impact lies. Support the Goals gives organisations a practical, meaningful way of recognising, rating and educating the companies they work with, encouraging everyone to work more sustainably."

Callum Bowes, Sustainable Supply Chain Analyst

Our accreditations and memberships

We remain... B Corp certified

During our last re-certification, our score of **123.4** placed us 43 points ahead of the sector average, firmly in the top tier of B Corps worldwide. We're due for recertification in 2026.



123.4

Our B Corp score

+43 points

Vs sector average score



"Being a B Corp is part of our identity, and it's a daily reminder of the kind of business we want to be. We remain seriously proud of achieving B Corp status – It's a real testament to the work we've done to embed diversity, equity, inclusion, and wellbeing into our people strategy."

Rachael Davies, HR, Finance & Sustainability Manager



We're... Rated 5* by Support the Goals

The SDG Ambition Rating is based on a business' commitments and actions in five key sustainability areas, aligned with the SDGs.

Find out more about Support the Goals

[See page 12](#)



We remain a... 4-day week employer

Being a Gold Standard 4-Day Week employer demonstrates our commitment to wellbeing, performance and work-life balance.

[See page 31](#)



We're still an... Accredited Living Wage Employer

We're one of 15,000+ UK businesses committed to paying wages that reflect the real cost of living.



We remain committed to developing our people through... ISEP & APM

This year, three members of the TBL team began or gained professional memberships with the Association for Project Management or the Institute of Sustainability and Environmental Professionals, "the global professional body for anyone working in environment and sustainability".

[See page 33](#)



Making nature part of the climate conversation, with Future Planet

Future Planet's networking events connect sustainability professionals with peers.



Carbon Accounting Alliance

Carbon accounting professionals who measure and report carbon emissions, which includes software companies, consultancies, auditors, in-house sustainability managers, standards bodies and independent professionals.

Our priorities

This year, we have aligned our commitments and targets with five key areas of focus. They reflect the findings of our last materiality assessment and mirror the criteria used in our Support the Goals Ambition Rating. The UN Sustainable Development Goals provide valuable context.

To ensure our priorities have continuing relevance, we will complete a fresh materiality assessment ahead of our next sustainability report and revise our targets and strategy accordingly.

Our areas of focus are:



Five in focus: why choose these topics?

In combination, these topics cover the biggest long-term risks facing most organisations. For most businesses, they are some of the greatest drivers of value. They also align closely with what regulators, investors, employees, customers, and supply chains increasingly expect.



"A materiality assessment helps an organisation identify which issues matter most – to the business and the stakeholders it impacts. It creates a structured basis for prioritisation. To ensure its continuing relevance, best practice recommends a fresh assessment every three years."

Max Pythian, ESG & Reporting Analyst, TBL

Our impact First steps in sustainability reporting with Trulife



"[TBL's reporting] has helped show us the carbon and cost value in switching from air freight to sea shipping for the North American market. It's helped us offset the cost of the tariffs."

Trulife, the medical devices manufacturer, knows that wellbeing extends beyond the products it makes to environmental and social wellbeing, which is why it began exploring how to capture its sustainability efforts in a report.

While reporting was driven by necessity for part of Trulife's global market, the reporting process threw up a surprising number of opportunities.

"It helped us understand the relative impact of shipping products and raw materials for manufacture," says Eoin Redmond, General Manager at Trulife. "It opened up board-level questions about the value of R&D in developing frames and crutches in materials other than aluminium. It's shone a (sometimes surprising) light on the relative performance of different parts of the group in terms of emissions. It's helped us target end-of-life improvements when thinking about the fabrics, silicones, and polyurethane films in our products."

"And at a time when tariffs present a risk to every exporting business, TBL's carbon accounting has helped show us the carbon and cost value in switching from air freight to shipping for the North American market. It's helped us offset the cost of the tariffs."

TBL did this...

"Going through this process with TBL has helped us build momentum," says Eoin. "It's informed our decision making. It's helping us ask the right questions, because it's easy to lose perspective when you're in the day-to-day of delivery. It's also helping to build our reputation. We've always focused very much on quality but the ethics of what we do and how we do it matter to many of the companies we work with too – reporting helps us articulate our commitment to that."

"TBL helped take the confusion out of the reporting process. They give you fewer headaches and just make life a little bit easier for everybody."

[Get the full story](#)

Our commitments, targets and progress



Note: We will be revisiting our targets to ensure they continue to align with our priorities and material topics. As such our existing targets may change or be updated in our next sustainability report.

 Supports SDG Ambition Rating: Net zero 13 CLIMATE ACTION  We are committed to achieving net zero in line with science, and to helping our customers and suppliers to do the same.	Target - By 2025, 100% of our key suppliers will have a public commitment to net-zero. * *Key suppliers defined as top 80% of suppliers by spend. - We will help customers set credible net-zero targets to remove 50 million tCO2e from the atmosphere by 2030. - We will be a net-zero business by 2040 in line with science.	FY25 Progress 10 of 22 (45%) suppliers have net-zero targets. To date, we have supported customers in setting net-zero targets helping remove 7,732,391 tCo2e (15% of target). We are still working on developing a net-zero plan.	Next steps - We will continue to identify suppliers that have public net-zero commitments and make the switch where possible.  Behind - We will continue to support customers in setting net-zero targets.  On track - We will work to publish a net zero plan in our next sustainability report.  On track
 Supports SDG Ambition Rating: Living wage 8 DECENT WORK AND ECONOMIC GROWTH  We are committed to helping our customers generate financial benefits from sustainability, as well as generating local economic growth and careers in sustainability for young people.	Target - By 2025, 50% of our spend with our top 80% of suppliers will be with local businesses. * *Local businesses will include any business within 75 miles of our employees. - We will provide work experience for at least 2 students each year. - By 2028, we will help our customers identify sustainability opportunities worth a total of £50,000,000.	FY25 Progress 4 (18%) of our top 95% suppliers by spend are within 75 miles of our Lancaster office. In 2025, we provided placements for 3 students. To date, we have helped customers identify up to £88,799,000 of sustainability opportunities (18% over our target). **	Next steps - We will conduct further research into local suppliers and pinpoint where we can make a switch to closer suppliers.  Behind - We will continue to welcome placement and work experience students each year.  Achieved - We've supported 5+ major companies with climate disclosures and will keep helping clients uncover sustainability opportunities.  Exceeded
 Supports SDG Ambition Rating: Gender equality 10 REDUCED INEQUALITIES  We are committed to helping our customers and suppliers improve equality, as well as improving the diversity of our business.	Target - By 2028, at least half our suppliers will have public targets to improve equality. - By 2028, at least half of our customers will have public targets to improve equality. - By 2025, all employees will receive DE&I training.	FY25 Progress 7 out of 22 suppliers* (32%) have public equality targets. *Includes suppliers researched up to 2025. 18 out of 27 customers* (67%) have public equality targets. *Includes customers researched up to 2025. We're developing training materials to share with employees in 2026.	Next steps - We will continue to identify suppliers that have public equality targets and make the switch where possible.  On track - We will continue to support customers with setting public equality targets.  On track - We are developing training materials to share with employees in 2026.  Behind

**When calculating the climate-related opportunities, some of our customers use a range of financial figures to estimate different levels of impact. E.g. financial impact is between £1,000 to £5,000 or £8 million to £25 million. Therefore, the exact amount identified can vary by customer. As such, we report the maximum possible value of the sustainability opportunity.



Our actions Climate and carbon

The more you improve, the harder it becomes to make big year-on-year improvements. Last year, we reduced our carbon footprint by a whopping 68%. So this year, we're pleased to have built on that progress, reducing our footprint again while continuing to grow our impact through customers and suppliers.

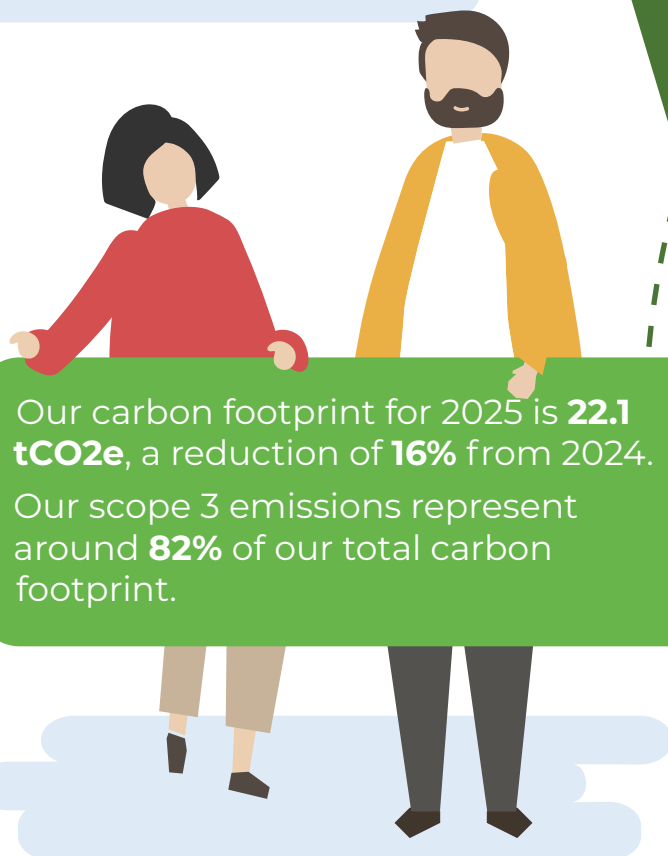
In this section, we dig into the detail of our carbon emissions and explore some of the factors behind this year's reduction and share how we're continuing to reduce the environmental impact of our operations.

Our Carbon Emissions

We're pretty pleased with that. You'll notice that most of our emissions continue to come from scope 3 categories. As in previous years, the biggest contributors are employee commuting and remote working, and the goods and services we purchase to operate the business.

The reduction in our overall footprint was driven primarily by lower scope 2 emissions. Both purchased heat and purchased electricity decreased significantly compared with 2024 due to lower reported consumption at our Lancaster University office. This contributed to a reduction across several associated categories, including fuel and energy-related activities.

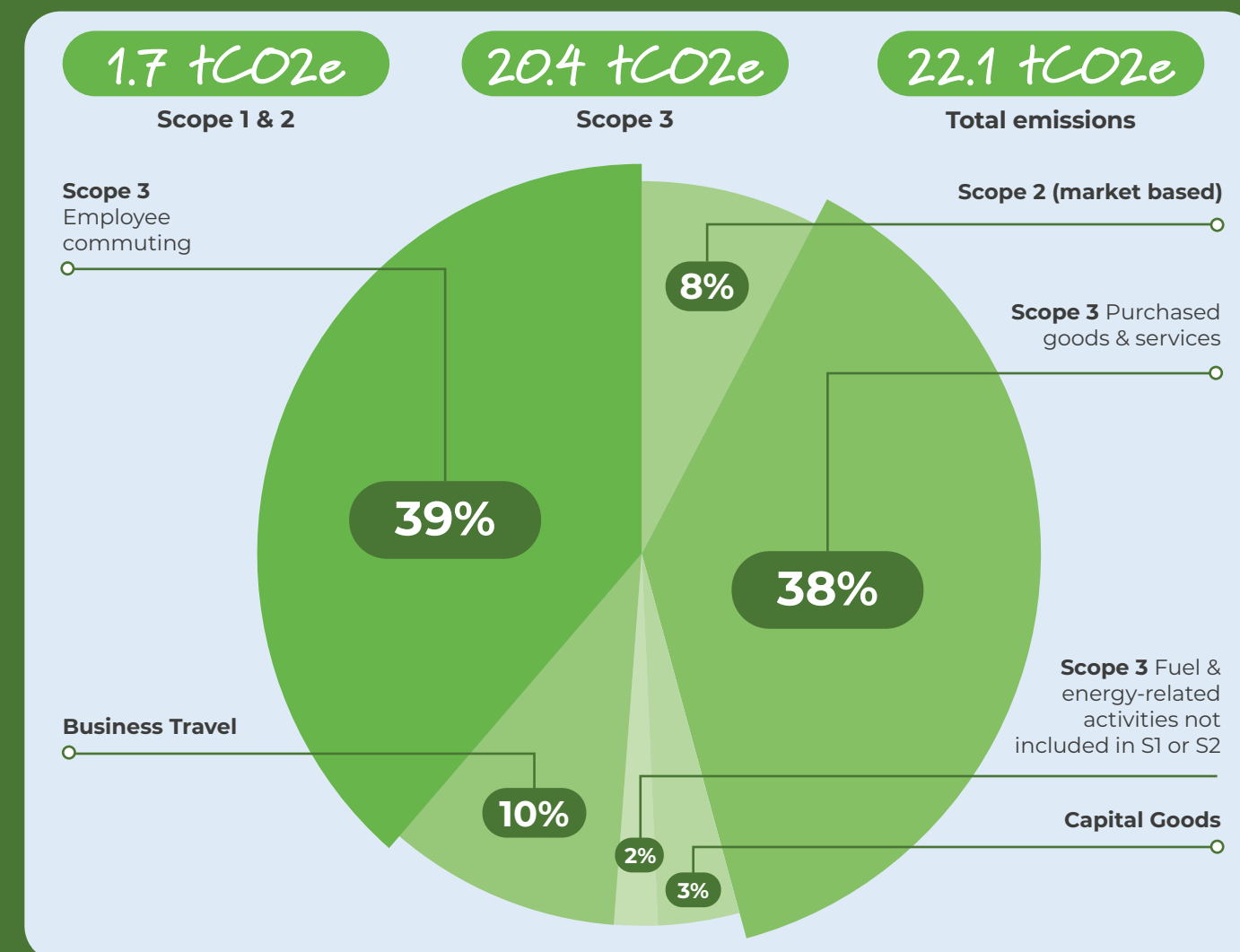
Our carbon footprint for 2025 is **22.1 tCO₂e**, a reduction of **16%** from 2024. Our scope 3 emissions represent around **82%** of our total carbon footprint.



Business travel emissions also reduced during the year, reflecting our continued focus on flexible and hybrid ways of working. Employee commuting increased slightly as our team grew, while purchased goods and services increased by 14% due to higher spend during the year.

There are a few changes worth noting in this year's calculations. We have adopted Exiobase emission factors for spend-based categories, including purchased goods and services and capital goods, and have recalculated our 2024 baseline to ensure a like-for-like comparison. We have also refined the methodology used to calculate upstream transport and distribution, resulting in a significantly lower footprint for that category.

Although waste emissions increased during the year, they remain a very small proportion of our overall footprint. As we continue to improve the quality and consistency of our data, we expect to gain an even clearer understanding of where we can make the biggest reductions in future years.





Supports SDG Ambition
Rating: **Net zero**

Our actions continued...

Putting the brakes on motoring emissions

We've launched a new salary sacrifice scheme to make it easier for the team to make emissions-friendly driving choices.

It only takes 20,000 miles in an EV for your emissions savings to offset the higher emissions of battery production, relative to a traditional combustion-powered car (source: Carbon Brief). For many smaller cars, it's not even 20,000 miles. And as battery technology improves and the UK continues to decarbonise its electricity supply, the figures only improve.

So it made sense to make it easier for our team to choose the cleaner option when choosing their next car.

We've launched a salary sacrifice scheme with Electric Car Scheme (see boxout) that makes owning an EV cheaper, helps reduce emissions, and makes life a little easier for our people when they need to buy their next car.



EVs and salary sacrifice: how does it work?

- The monthly payment is taken from gross salary, before Income Tax and National Insurance are applied
- This reduces the amount of tax TBL team members have to pay
- It could save **20-50%** compared to leasing privately

Climate and carbon? We've got courses for those

Our impact stretches far beyond our own team. As part of our commitment to enabling our customers' supply chains to make inroads with sustainability, we've produced numerous courses which specifically target climate and carbon-related matters.



What is a Carbon Footprint? course looks at how we define a carbon footprint, how to measure it and what's included.

[Enrol now](#)



In **Renewable Energy Options for Business**, we explore good, better, and best approaches to renewable energy.

[Enrol now](#)



What is Net Zero? explains the difference between net zero and carbon neutral and examines global progress.

[Enrol now](#)



How to Measure Your Scope 1 & 2 Emissions explains how to gather emissions data, find emissions factors and define an appropriate scope for a business' carbon footprint.

[Enrol now](#)

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Supports SDG Ambition Rating: **Waste**

Our actions Waste

We don't produce much waste, but we're working to ensure we reuse, reduce, and recycle the waste we do produce. Our biggest impact comes from helping our customers explore opportunities to waste less.

Our waste targets

We're still committed to returning 100% of the IT equipment we buy via Jigsaw 24 (our main technology supplier) once it reaches the end of its working life with us, so it can be re-used, recycled, or donated to another good cause. In 2025, however, no TBL IT equipment reached end of life in 2025.

As TBL is based at Lancaster University, we're still working in line with their waste plan for any waste produced by our office - ensuring we minimise the amount of waste sent to landfill each year.

Currently more than
70% of waste
from Lancaster University
is recycled.



Waste? We've got courses for that

Through our Support the Goals platform, we've produced two courses that specifically target waste-related matters.



Our **Practical Actions to Reduce Your Waste** course looks at the business case for waste reduction, the most effective waste management approaches, and actions to prevent waste in the first place.

[Enrol now](#)



Our **What is the Circular Economy?** Course explores the principles of a circular economy and contrasts it with the linear economy.

[Enrol now](#)



Supports SDG Ambition
Rating: **Biodiversity**

Our actions Biodiversity

It's not always easy to see our reliance on or relationship with nature clearly. In towns and cities, we're often a step removed from nature, which can make biodiversity initiatives seem, well, a bit fluffy.

Of course, they're not. Everything we eat. Everything we make. Everything we are depends on the natural systems that sustain us. And when you put it like that, looking after them in the various ways TBL has been getting its boots dirty this year seems absolutely vital.

Sapling saving, flower flourishing

Once again this year, we've been supporting Yorkshire Dales Millennium Trust (YDMT) in its mission to restore native habitats and create resilient natural spaces.

The Yorkshire Dales and the Forest of Bowland are home to some of the UK's last remaining traditional wildflower meadows. 97% have already been lost. Over the last decade, YDMT has worked closely with landowners, partners, companies, individuals and many more to restore existing wildflower meadows and create new ones. And since 2024, we've been using our volunteer days to help.

In July, Alex Matthews spent a day near Skipton helping to remove around 800 (surprisingly non-biodegradable) tree guards from saplings, preventing microplastics from contaminating soil and water, harming wildlife and potentially entering the food chain.

Then in September, Callum Bowes was part of a team that planted 1,250 wildflower plugs across ten different species during the course of a day.



In 2025, we planted **110** trees, bringing our total to **241** since we started the partnership with Ecologi.

241 trees

Bee positive



In 2024, we began sponsoring a beehive with The Harrop Honey Co. Ltd, a small, family-run, sustainable beekeeping business based in Shropshire. The bees play a small but vital role in maintaining biodiversity, supporting food production, and creating resilient ecosystems.

We shared periodic updates throughout the year on their progress and enjoyed the delicious results of the bees' efforts – our own TBeeL honey – at the end of the year.

While sponsoring one hive will not solve biodiversity loss, it is a practical way for us to support pollinators, learn more about nature, and keep biodiversity visible within the business.



Hive minded

If we want to protect the biodiversity the bees bring, we need to protect the bees. In October, TBL's Rachael Davies, our resident beekeeper and member of the British Beekeeping Association, joined the National Honey Show, supporting classes, lectures, and workshops in habitat protection, threats to bees, and sustainable hive management.

Biodiversity? We've got courses for that

Through our Support the Goals platform, we've produced two courses that specifically target biodiversity-related matters.



Our **What is Biodiversity?** course, looks at the current state of biodiversity and explains how biodiversity is recognised globally.

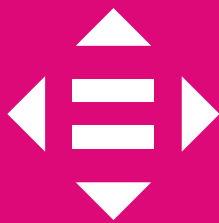
Enrol now



How Businesses Depend on Nature focuses on business-specific terminology related to nature, and practical methods for integrating nature considerations into business practices.

Enrol now

10 REDUCED INEQUALITIES



Supports SDG Ambition
Rating: **Gender equality**

Our actions Equality

Equality is about more than pay, but eliminating the gender pay gap is a pretty good starting point. In this section, we look at the gender split of who we've recruited, how our pay and bonuses stack up, and how our payroll giving scheme is helping to reduce inequalities.

Reporting on our gender pay gap

As with 2024, our gender pay gap is negative. This means women at TBL earn more than men. In 2025, the negative gap increased. This compares positively with the national picture, where the ONS reports a closing, but still significant gender pay gap of 6.9% (as of April 2025) in favour of men.

It's important to note our results are influenced by role distribution and changes within a small workforce. So while the result is positive, we will continue to focus on transparent pay, role clarity, and fair progression.

Reducing inequalities through payroll giving

In 2025, 18% of team TBL took part in our payroll giving, donating a combined total of £480 to the causes that matter most to them.

We know our contribution won't change the world. But it is making a difference. Crucially, because payroll giving is donated from pre-tax earnings, it makes a bigger difference than if we weren't running payroll giving, because full tax relief on the donation means our people can give a little more.

TBL hourly pay (mean)

-3.99%

(in favour of women)

2024

-9.09%

(in favour of women)

2025

Hourly pay (median)

-8.33%

(in favour of women)

2024

-22.5%

(in favour of women)

2025

Pay quartile distribution

- Men and women are evenly represented in the middle quartiles.
- The lowest quartile is entirely male
- The highest quartile is male-skewed

This reflects current role distribution. We'll keep monitoring this as the business grows and roles evolve.

[Read the full report here](#)



"This year's gender pay gap report reflects strong female representation in higher-paid roles and a more stable bonus approach than 2024. At the same time, average differences and participation rates highlight the need for us to maintain clear, structured, and transparent reward processes to ensure fairness at every level, not just in overall outcomes."

Rachael Davies, HR, Finance & Sustainability Manager

Diversity, equity & inclusion? We've got courses for that

Through our Support the Goals platform, we've produced three courses which specifically target equality-related matters.



Our **Diversity, Equity and Inclusion Actions** course explores the importance of DEI, it's definition and practical ways organisations can support DEI and gender equality.

[Enrol now](#)



Our **What is EDI?** course examines the current state of inequality and disparity.

[Enrol now](#)



Our actions Living Wage/ Decent Work

In this section, you'll find out how our team feel about being part of TBL and how our four-day working week is shaping up three years after we launched it. You'll meet the latest additions to our team. And you'll discover how we're working to develop not just our own people, but the sustainability professionals of the future.

But in a section headed 'decent work', we start by aiming a little higher than "decent".

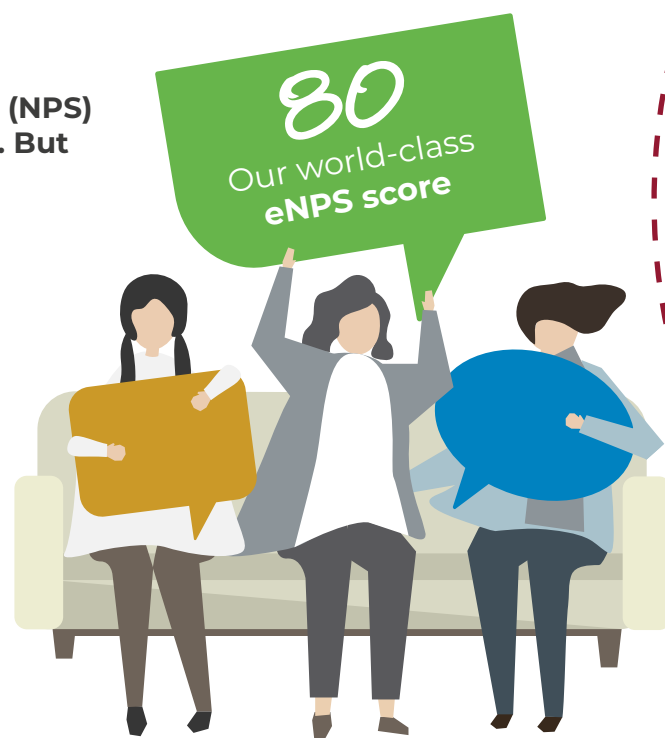
World-class work

As our excellent 2025 net promotor score of 72 (NPS) demonstrates, our customers love what we do. But what about our own people?

Throughout 2025, we surveyed the team across a range of measures, from pay and benefits to workload, company culture, strategic goals and the ability to shape direction. The result was an employee NPS (eNPS) score of 80.

There's no publicly available ranking of UK eNPS scores, but we know that companies with a 40+ score are considered 'good' and those with an eNPS of 50+ are viewed as excellent.

So while we can never be complacent, we can be very proud to have a team who feel almost universally positive about what we do and how we do it.



Four-day feedback

In 2023, we changed the way we work. Monday to Thursday, the working day became a little longer. The payback? Friday became part of a three-day weekend.

Today, our four-day working week remains one of the key factors in our high eNPS score (see above). If anything, the team is more enthusiastic than ever.

"My work life balance has completely changed for the better with a 4DWW. It gives me the extra day to get chores done, errands etc while still having two days to enjoy."

Alex Matthews

"It's the best thing ever."

Annie Tuttle

"It gives me time to catch up on household admin and maintenance, as well as spend quality time with my son, away from any distractions. I can't begin to explain how much I value this."

Rachael Davies

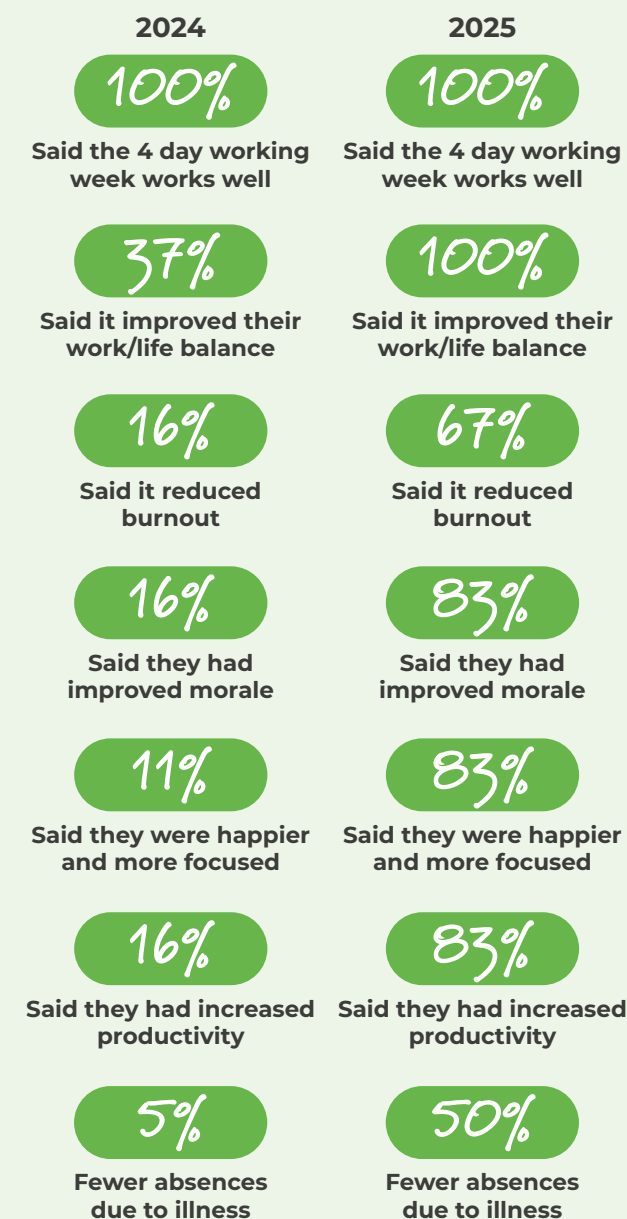
"It's lovely having a long weekend – and I do feel more motivated to complete the week's tasks in the available time."

Danny Crewe

"I get time to recharge and so does the team."

Colin Curtis

What difference does a four-day working week really make?





Supports SDG Ambition
Rating: **Living wage**

Our actions continued...

Heads up: Liza Freudmann and Danny Crewe join TBL

2025 saw us expand not just the TBL team, but our management team too.

Liza Freudmann became our Head of Strategies & Communications after 25+ years in senior marketing roles for the likes of Superdrug and M&S, where she oversaw the marketing for the legendary Plan A.

Danny Crewe rejoined team TBL as Head of Technical Delivery, having previously been our ESG Data Lead. He was a senior consultant at Verco Advisory Services and led digital decarbonisation at University of the Arts London in the intervening eight years.

Both bring vast experience and insight to our customers, but their technical, strategic, and marketing experience is also helping to develop the skills of their respective teams.

"My role at TBL is to focus on technical leadership and robust QA that translates into real-world outcomes, smoother delivery, and even bigger impact for our customers. A significant element of that leadership is passing on what I've learnt over the past decade, supporting and mentoring the team to deliver accurate, high-quality work."

Danny Crewe
Head of Technical Delivery



Showing the way to better mental health

In late 2025, TBL's Adam Higgins became our first trained mental health first aider.

Good mental health can be a challenge for anyone from time to time. Stress, pressure, burnout, and life outside of work all play a role, so it's important for us to foster a healthier, more open and more supportive workplace culture – one that helps reduce stigma and signposts anyone struggling with mental health to the right help.

That's why Adam completed the (NCFE CACHE) Level 2 Certificate in Understanding Mental Health First Aid and Mental Health Advocacy in the Workplace. He says it was one of the most eye-opening courses he's completed.

Adam says: "Before starting the course, I thought mental health first aid meant stepping in and fixing problems. What I learned instead is that it's more about noticing changes, listening properly, and pointing people in the right direction."

Training TBL

The better we build the skills of our people, the bigger the difference we can make to our customers' sustainability journeys. Our formal training this year included:

Callum Bowes became an associate member of ISEP (formerly IEMA).

"Passing the exam (and the process to get there) significantly increased my understanding in areas I was previously less familiar with, particularly with regard to policies, regulations, and legislation, and environmental management tools and assessment."

Nick Brown took his APM Project Management Fundamentals qualification.

"This experience not only improved my project management skills but also reaffirmed my ability to learn independently and apply new knowledge directly to my work. It's been a rewarding step forward in both my professional development and my confidence in project management."

Kelleigh Jansen doubled up, gaining practitioner membership of ISEP and embarking on her APM Project Management course.

"This APM qualification is a step up from the [previously completed] Project Fundamental Qualification with an emphasis on applying key concepts and processes to practical contexts, incorporating all aspects of project management into one detailed exam."





Supports SDG Ambition
Rating: **Living wage**

Our actions continued...

Next-level internships for the next gen

It's one thing to have a passion for sustainability. But for anyone about to enter the workspace, there's real value in seeing what sustainability looks like close up, in a real business. Increasingly, that experience is hard to find, so in 2025 we redoubled our efforts to give more students work experience at TBL.

Marta Ferreira Bayes, an English literature undergraduate, researched some of the biggest companies in the UK, rating them against our Support the Goals' criteria.

"Though it may seem exaggerated to say it (blame it on my effusive Brazilian nature), I truly believe that this has changed the course of my career."

Izzy Champion, studying an MSc in Environmental Management, gained important behind the scenes insight about data collection tables, deck development, GRI/ESRS indices and reporting.

"Gaining this practical experience with TBL has been invaluable, not only did it further my understanding of sustainability in business, but it has also pushed me one step closer to reaching my career goals."

And **Matthew Eddleston**, a linguistics student who was midway through a marketing and branding module, was able to write copy as part of TBL's marketing team and stretch his writing muscles beyond the academic.

"I feel so much more confident about my job prospects and learnt so much because of this internship."

Developing our Corporate Sustainability Researcher scheme

In late 2025, we started planning our new volunteering scheme designed to support students and young people.

Rolling out in early 2026, we're aiming to bring in 10-15 volunteers over the year, giving them invaluable work experience and getting them interested in sustainability while researching supply chains and gathering key environmental and social information about our customers' suppliers.

We'll give a progress update on our next report.



Colin the dragon fires up students' commercial skills

Sustainability is far from an abstract concept. Its many impacts make a real commercial, social and environmental difference. And in the spirit of 'show not tell', for the past five years Colin has been helping students at Lancaster University explore that impact in a Dragons' Den-style Introduction to Eco-Innovation course.

Once again this year, Colin was a 'dragon' to whom the students had to pitch their detailed business plans for an innovation supporting one or more of the SDGs.

The winning team gave a fantastic pitch, requesting investment for a business that distributes biochar – a charcoal-like substance – created from wildfire residue in Australia, and using it to restore damaged land, improve fertility and reduce the risk of new wildfires.

[Read the full story](#)

"Every year, I'm blown away by the wonderful ideas that everyone comes up with to help make a better world. Witnessing the ability and passion of these young people gives me enormous hope for our future. I feel so privileged to play a part in helping to nurture their talent in some small way, and I know they'll have a bright future."

Colin Curtis





Supports SDG Ambition
Rating: **Living wage**

Our actions continued...

Our employee of the year is...

If you could pick one member of team TBL who best embodies our values (see p5) who would it be?

In November, for the first time, that was the challenge for every member of the team, when we were asked to nominate our employee of the year. And in true TBL style, we couldn't let just one person claim all the glory.

So for reasons that will be abundantly clear if you've worked with them, our winners were:



Kelleigh

"Kelleigh always goes above and beyond, she's super organised, always there to help if required and is an all-round star of the team."

"Kelleigh is super organised and a great team player - she is consistent at keeping people on track, ensuring work is complete, and focuses on wanting to ensure the customer has received the best outcome."

"Kelleigh worked hard to deliver projects on time and to a high standard this year, while also contributing to additional work beyond her SPM role."

Ollie

"A big shout-out to Ollie's consistently high-quality work and his collaborative spirit with the team all the time! A calm, collected and great colleague to work with."

"Ollie has had a tremendous year... He is a strong communicator and great with relationship management, always putting the customer first."

"Ollie has been an excellent project manager, delivering exceptional carbon work. His presentations consistently impress customers and help keep them satisfied and engaged with us."

Our impact Creating a sustainability strategy & report with...

"If it hadn't been for TBL, I'm not sure we'd be as far down our ESG journey as we are now."

Before TBL began working with Punch, sustainability was always on the agenda but action was informal and sporadic.

"There wasn't a strategic plan," says Jon Dale, Strategic Corporate Affairs, External Relations & ESG Lead at Punch Pubs & Co. "We lacked stewardship – the expert guidance to help shape our sustainability strategy and ensure it was aligned with recognised frameworks."

Collaborating with TBL heralded a seismic shift in approach and direction.

"Sustainability went from being an informal part of the business to something that underpins all of the fantastic work that we do."

Robust reporting has been an important part of that.

Setting standards; driving real progress

"Our Punch Promise [Punch's sustainability report, written and produced in collaboration with TBL] has become central to our strategy and culture," says Jon. "It's won multiple awards. It's satisfying to see employees referencing it in external conversations or in team meetings, or to be asked for copies of it by key stakeholders. It has become a standard-setter for sustainability reporting within the industry."



The Punch Promise has helped embed sustainability strategically within the business. It guides our decision making and inspires people. And it plays a fundamental part in keeping sustainability at the heart of our business."

"If it hadn't been for TBL..."

"TBL really strip things back to layman's terms. They've challenged us, ensuring that our work remains robust, relevant, and material. They've definitely improved our data quality. They've helped us move from intention to impact. And they're friendly faces."

"Our partnership with TBL has been pivotal, really, in helping us shift from fast followers to trailblazers in key areas of our sustainability strategy."

[Get the full story](#)



Supports SDG Ambition
Rating: **Living wage**

Our actions continued...

Alex becomes TBL's first designated first aider

The most basic expectation of any workplace is that everyone stays safe. But what would you do if one of your colleagues suddenly started choking? Or suffered an electric shock at work? Or had a seizure?

We're a geographically separated team, but enough of us are regularly in one place at the same time to warrant training up our first designated first aider, Alex Matthews, with the British Red Cross.



"None of us at TBL are medical experts, but we do know that in an emergency, the right things done at the right time – even if they're just relatively little things – can be potentially lifesaving. So, when I was asked if I'd be interested in becoming TBL's designated first aider (and having done something similar in the past) it was an easy 'yes'."

Alex Matthews, Digital Content Designer



Working well

'Decent work' is about more than the job we do; it's about the conditions we work in. Our team is scattered across the length of the UK, from Edinburgh to the South Coast, and few of us are based close to another TBL team member. That makes it even more vital that we find ways for the team to connect (which we ensure via our quarterly events), and for everyone to escape solo working when they want and need.

Our co-working fund, available to all team members, is a monthly allowance that, depending on the choice of co-working space, will fund three or four days of coworking, helping to prevent feelings of isolation, improve work-life balance, enhance focus and improve networking opportunities.

In 2025 54%

of TBL employees used their co-working allowance

"As the only part-time member of the team, our quarterlies are an extremely welcome way of regularly reconnecting with team members I don't see regularly in our Lancaster University office."

Mike Brown
Sustainability Report
Writer



Living wage? We've got a course for that

The course is free, and forms part of the wider set of Support the Goals courses designed to build all-round knowledge of – and help drive participation in –sustainability.



Our **What is a Living Wage?** course, explores the difference between the living wage and other metrics such as minimum wage. It also explains how to determine the living wage for multiple countries.

[Enrol now](#)

Hẹn gặp lại bạn sớm, Rhianna - See you soon, Rhianna

Great people are worth holding on to. So when TBL Carbon and Net-Zero Analyst Rhianna Barry said she was planning a six-month adventure in Thailand, Vietnam, Cambodia, and Laos, we enabled her to take a sabbatical so that, once the trip was over, we'd still be able to benefit from her skills and she would be able to return to a job she loves.

Happily, it was less a case of goodbye and more a matter of hẹn gặp lại bạn sớm (that's "see you soon" in Vietnamese) – and she had an amazing time.



You can't spell charitable without TBL

In all sorts of ways, team TBL has been making an impact this year, using its volunteering days and personal time to support our local communities.

Colin joined the start of the Baton of Hope UK tour in Blackpool – a powerful, national initiative raising awareness of suicide prevention at 20 UK locations throughout 2025. As someone with lived experience of the impact of suicide, Colin found the day profoundly moving.



When he's not at TBL, Adam is a coach and player for Ellingham and Ringwood Rugby Club, where he led a day of warm-ups, coaching and drills for young carers (aged 5-13) in support of MYTIME Young Carers. It was a chance for the carers to leave their responsibilities at pitch side, and get a taste for rugby.



Liza is a board trustee for Energize Shropshire, Telford & Wrekin, a Sports England-funded charity that aims to eliminate inactivity so that everyone can have the benefits of an active lifestyle. Liza uses her volunteer days to attend board meetings and more generally support the organisation to deliver against its strategy.



Mike spent his summer Monday evenings singing as part of the Lytham St Annes Shanty Crew, raising **£8,000** over the year for the RNLI and bringing the total raised since they started to almost **£40,000**.



Kelleigh took part in a half-day food collection and a leaflet drop with Reach Community Projects, supporting the organisation's work to provide emergency support to individuals and families facing severe food, fuel, and financial insecurity in Haverhill and the surrounding area.



Our impact A sustainability journey with...

"[It's] the advice and counsel you give us – the insight we wouldn't get if we weren't working with you. It helps us to set a direction. It's a partnership that really works – we trust you guys."

"It's been an evolution," says Stacey Weeks, Sustainability Manager at Cadent, about her work with TBL. "It began with Support the Goals [TBL's education and Sustainable Development Goal rating service for business] and some work to get our suppliers thinking about sustainability. That expanded to sustainability reporting and over time strategy, materiality, and CFD all became part of the mix."

Getting ahead of the curve on compliance

"Generally speaking, sustainability teams are small parts of much larger organisations," explains Stacey. "That lack of scale can be a blocker to moving at pace – and there's so much to do. You're trying to satisfy investors, comply with legislation, and make real progress on your sustainability journey. We see TBL as a partner, a fabulous consultant able to come in and help us do the things that need doing and take some of that pressure off us."

"Naturally, given our work, we are highly regulated with a European and global investor profile, and TBL helps us get ahead of the curve in terms of compliance."



"TBL has always been great in saying 'you might want to think about this'. You help us understand what we need to be ready for – what's coming down the track in terms of compliance. That enables us to work back and understand what we need to put in place to be ready for change."

"We trust you guys"

"Of course all the work TBL does is first class. The appropriate methodologies are always in place and the evidence is always there for the work we're doing. We trust you guys."

"I should also say you're really good value for money, which helps when I'm agreeing budgets!"

Get the full story

Environmental metrics

Greenhouse Gas ('GHG') emissions

Our emissions have been calculated using the GHG Protocol Corporate Accounting and Reporting Standard, together with the latest emission factors from the Department for Energy Security & Net Zero (DESNZ) and other third-party sources where necessary.

Category	FY23 emissions (tCO2e)	FY24 emissions (tCO2e)	FY25 emissions (tCO2e)
Scope 1	1.2	0	0
Scope 2 (location-based)	0.6	9.9	0.8
Scope 2 (market-based)	N/A	7.6	1.7
Scope 3	109.7	28.2	20.4
Purchased goods and services*	93.03	13.2	8.43
Capital goods	1.63	1.8	0.78
Fuel and energy-related activities	0.5	1	0.36
Upstream transportation and distribution**	0.6	0.5	0.01
Waste in operations	0.07	0.0008	0.05
Business travel	4.3	3.8	2.26
Employee commuting	9.4	7.9	8.54
Total emissions (location-based)	111.6	38.1	21.2
Total emissions (market-based)	N/A	36.8	22.1

*Recalculated FY24 to align with methodology changes in FY25.
**Methodology changes from FY24 to FY25 to align with best practice.

Biodiversity, energy and waste data

Metric	FY25
Direct investment in any nature restoration project within the reporting period	£5000
Total weight of waste generated	0.2560 tonnes
Total weight of waste recycled/reused	0.0604 tonnes
Total weight recovered (composting/energy)	0.1185 tonnes
Total weight of waste sent to landfill	0.0771 tonnes
Total energy consumption	4,606 kWh

Social metrics

Diversity and inclusion data

Metric	FY24	FY25
Number of reported incidents of discrimination	0	0
Ratio of women to men on the board	1:1	1:1
Ratio of women to men in senior leadership	1:2	2:3
Ratio of women to men for all employees	3:7	5:9
Percentage of board from ethnic minority	0%	0%
Percentage of senior leadership from ethnic minority	0%	0%
Percentage of all employees from ethnic minority	0%	0%
Ratio of women to men in the upper pay quartile	0:2	1:2
Ratio of women to men in the lower pay quartile	0:2	0:3
Gender pay gap for monthly pay	-3.99%	-9.09%
Gender pay gap for bonus pay	-95.24%	-33.33%
Percentage of employees trained on diversity and inclusion	91%	0%

Training and career development data

Metric	FY24	FY25
Percentage of employees receiving skills-related training	40	46%
Percentage of employees trained on specific environmental issues	64%	31%
Percentage of employees receiving regular performance and career development reviews	100	100

Employee management data

Metric	FY24	FY25
Minimum notice periods regarding major operational changes	1 month	1 month
New employee hires within the reporting year, categorised by male and female employees, and further segmented into those under 30 years old, between 30-50 years old, and over 50 years old.	1 female, 3 male (all under 30)	2 females (50% under 30; 50% over 50), 1 male (100% between 30-50); 33% under 30, 33% between 30-50, 33% over 50
Employee turnover within the reporting year categorised by male and female employees, and further segmented into those under 30 years old, between 30-50 years old, and over 50 years old.	33.33% (100% Female, 100% under 30)	9.025% (100% male, 100% under 30)
Ratio of the annual compensation for the highest paid individual to the median annual compensation of all other employees	3:2	1.62:1
Percentage of employees that require a work visa	0	7.14%
Employee engagement as a percentage	52%	68%

Parental leave data

	FY24		FY25	
	Female	Male	Female	Male
Employees entitled to parental leave	7	3	7	5
Employees that took parental leave	1	0	0	0
Employees due to return to work after parental leave	1	0	N/A	N/A
Employees returning from parental leave in the prior reporting period (s)	1	0	N/A	N/A
Employees retained 12 months after returning to work following a period of parental leave	0	1	1	0



Thanks
for reading!

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