

ENVIRONMENTAL, SOCIAL & CORPORATE GOVERNANCE (ESG)

REPORT 2020



INSPIRED
ENERGY PLC

Introduction

Welcome to Inspired Plc's first annual ESG report. We are proud to share our progress on ESG, demonstrating our commitment to a sustainable future. We have used the Global Reporting Initiative Framework (GRI) to prepare our ESG disclosures to ensure transparency and consistency in how we report.

We approach ESG as a journey, starting with the basics of disclosure and legal compliance. We have been developing our ESG strategy by creating our internal structure and setting clear goals and targets to drive and monitor our progress in the past year. This has culminated in this report, laying out everything we have done and showing our plans for the future.

To supplement this report, we publish further information online at <https://inspiredplc.co.uk/>, including:

- a) Green Economy Mark Revenue Disclosure
- b) Streamlined Energy & Carbon Reporting (SECR)
- c) Task Force on Climate-Related Disclosures (TCFD)
- d) Gender Pay Gap report

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Overview

About this Report

This report provides detailed information on our key policies, targets, and environmental, social, and governance plans. It draws together information from our existing mandatory reporting obligations, including energy and emissions data from our SECR disclosure, climate-risk information from our Task Force on Climate-related Financial Disclosures (TCFD) report and figures from our Gender Pay Gap statement.

We published our first TCFD report detailing our business's climate-related risks and opportunities from climate change. Further, we have aligned with the UN Sustainable Development Goals (SDGs) to help us embed positive ESG behaviours within our company culture. To this end, we are developing an app, SDGme, to support employees in making choices for a better world in their everyday lives.

The scope of this report covers all of Inspired's brands and operations for our financial year, 1 January to 31 December 2020. We have not sought external assurance for this ESG Report in our first reporting year. We intend to have our data externally verified for our 2022 report and to submit targets to the Science-Based Targets Initiative (SBTi) by 2022.

If you have any queries or feedback, please contact: +44 (0) 1772 689 250

2020 in Review

SIZE AND SCALE

£49.3m sales
£132m market capitalisation
2 countries
3,400 customers
1bn data items processed

EMPLOYEES

500 employees
49% gender diversity
7% average gender pay gap by grade

CARBON EMISSIONS

Purchased 100% renewable energy
Completed our first scope 3 emissions report
Achieved carbon neutrality for scope 1, 2 and consumed scope 3 emissions

ESG GOVERNANCE

ESG Performance Committee created
ESG Advisory Committee appointed

ESG SERVICES

53 ESG disclosures analysed
126 ESG disclosures made
5m t/CO₂e client carbon avoided
~250 clients supported with an element of climate reporting

SDGme

Started development of our SDGme app that promotes employee engagement with the UN SDGs

LONDON STOCK EXCHANGE GREEN ECONOMY MARK

Nov 2020

Recognising the significant development of our sustainability offering



Our Progress in 2020

Professional Pandemic Response

Our employees are a vital asset. To safeguard their health and well-being, we developed a comprehensive response to COVID-19 during the nationwide lockdowns. We regularly assessed our employees' well-being and, throughout the year, rolled out successful engagement initiatives to support the adjustment to working from home. We were in a strong practical position to respond to the pandemic as we had taken the strategic decision several years ago to move all staff to laptops to aid productivity and were an early adopter of Microsoft Teams, so we had a robust platform on which to build.

We were immensely proud that our employees immediately focused their efforts on the needs of our clients, especially those with essential supplier status (e.g., HMRC and Amey).



Assessing Climate Impacts on our Business

During 2020 we took time to consider the impacts of climate change on our business which enabled us to publish our first TCFD report, which is available [here](#). The report details our response to the climate-related risks and opportunities to our operations.

Carbon Neutrality

We completed our first scope 3 emissions report and achieved carbon neutrality using market methods for 2020.

ESG Governance

This year we set up an ESG Performance Committee to sit alongside the Audit, Remuneration and Nominations Committees. The Committee is responsible for holding the Executive Directors to account concerning all aspects of ESG. We appointed an ESG Advisory Committee, which includes independent experts to ensure that we are in a thought leadership position for our ESG-related products and services.

Accelerated Acquisition Strategy

Our £31.3 million fundraise in July 2020 provided the opportunity to further accelerate our acquisition proposition with respect to Energy Assurance Services. To this end, we completed two transactions in H2 2020 and two more acquisitions post period.

Looking Ahead – Net Zero

- **2020**
Achieved carbon neutrality
100% green energy used in our offices
Carbon offset scope 3 emissions
- **2021**
Waste reduction targets set
Recycling rates improved
- **2022**
Verified science-based targets (SBTi)
- **2025**
25% absolute emissions reduction (scope 1 & 2)
Replace all single-use plastics
25% water reduction
- **2030**
50% absolute emissions reduction (scope 1 & 2)
- **2035**
Net Zero target reached

A Message from Mark Dickinson, our CEO

ESG are the three pillars on which a modern business must be built in order to be effective. Some companies appear to use the ESG agenda to create promotional materials that can promote virtues at the expense of disclosing realities. We adopt a disclosure-based approach to ESG using the GRI framework to evaluate our ESG performance year on year. This enables us to benchmark our performance and introduce measures for improvement.

Our conclusion is there are many areas where we can improve. As a business, we are somewhat unexciting with regards to our direct impact on the environment or society. The consequence of this has been that we are under-invested in several areas concerning collecting the information required to manage our ESG impacts successfully. The benefit of the disclosure process is that it provides an impetus for change and to put this right.



For 2021 we are focused on the following:

Improving our Governance

We intend to create employee-led Environmental and Social Action Committees to report to the ESG Performance Committee and allow delegation of ESG matters throughout the organisation.

Assessing our Environmental Impacts

After assessing our carbon emissions, we now understand that 97% of our emissions come from scope 3. Reducing scope 3 emissions is an essential step on our path to net zero and something we will be working on over the coming years.

We have set targets to achieve absolute net zero on a location basis by 2035.

Assessing our Supply Chain

Whilst we ask that companies within our supply chain comply with our policies concerning anti-bribery and corruption, we do not currently have a program for proactively screening for this. We aim to improve our assessment of suppliers concerning their social, environmental and economic impacts, including assessing their legal compliance, anti-bribery and anti-corruption measures.

Social Impacts

Our gender pay gap disclosure has shown some imbalances in the company that will take time to correct. We will launch initiatives to accelerate leadership training for women in our organisation. As a STEM-focused business, we will also seek to offer scholarships for women in these subjects over the coming years.

Looking Ahead

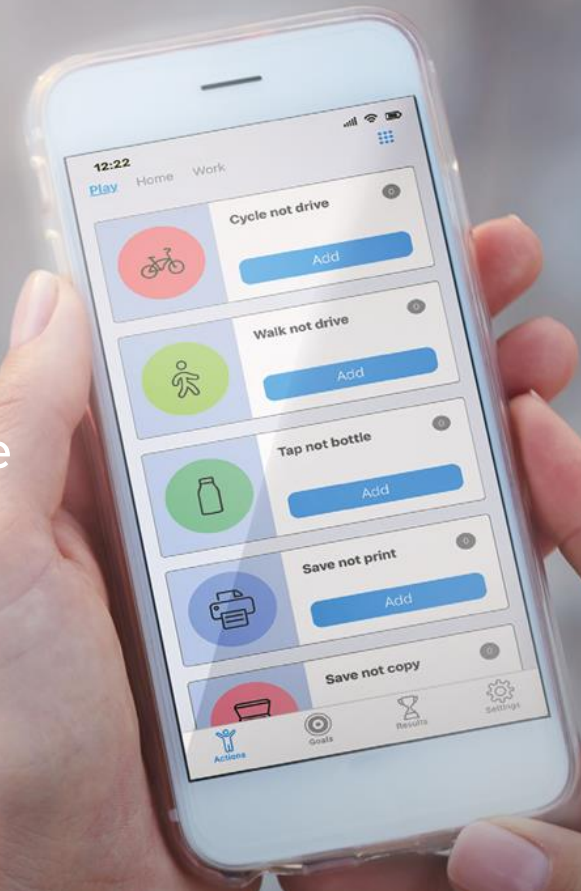
The ESG disclosure process is a significant catalyst for stimulating a series of business improvements within our organisation. We look forward to the improvements it will generate for the business over the coming years.



Mark Dickinson
Chief Executive Officer

Strategy & Governance

Inspired recognises the current climate change challenges facing UK businesses and, in response, is emerging as a leading provider of ESG disclosure services.



About Us

Inspired is a market-leading technology-enabled energy advisory and sustainability services provider. We are based in the UK, with more than 90% of our revenues coming from the UK and Irish markets.

Since its founding in 2000, our business has evolved from providing assurance services, helping clients procure and manage their energy, into a leading designer of technology-enabled solutions assisting clients in reducing their energy consumption and delivering net zero carbon through our specialised optimisation services.

Today, Inspired recognises the current climate change challenges facing UK businesses and, in response, is emerging as a leading provider of ESG disclosure services. Our Disclosure Services help clients publish ESG information and reports. This builds on skills we already have within the business, such as setting up robust processes and managing large data sets. Once a business is disclosing ESG information, we further help clients work from this baseline to design solutions to improve their ESG impact.

Our Divisions

We support over 3,400 clients across our three divisions. The services of each division feed into each other to enable us to offer our clients a full suite of ESG services.

Inspired Energy Solutions

We help our clients reduce their carbon footprint by reducing their energy use, arranging green electricity procurement, installing solar panels and helping them comply with environmental regulations.

Inspired ESG Solutions

We recognise the increasing pressure on businesses to get serious about sustainability, and we are emerging as a leading provider of ESG disclosure services. We meet clients where they are and set out a series of clear, simple steps towards their long-term goals. Our services include TCFD reports, full ESG reports according to the GRI framework and Net Zero Carbon Action Plans.

Inspired Software Solutions

Our Energy and ESG Solutions are underpinned by a proprietary technology platform that offers energy monitoring and targeting to reduce energy consumption and spend. It also creates reports, budgets, and market insights. We provide this platform for third-party service providers through our SystemsLink brand.

Our Principles

Four principles underpin our approach to ESG disclosures and guide our governance processes as we embed climate-related risks and opportunities in the business strategy.

Transparency

Disclosures that represent relevant information that is specific and complete about the business.

Honesty

Clear, balanced, and understandable disclosures that reflect what we can and cannot do as an organisation based on the overall needs of the business.

Practicality

Implementing improvements that address our environmental and social impacts while being mindful of not prejudicing the underlying business strategy.

Pragmatism

Recognising that maintaining employment and access to capital through the delivery of market expectations is also important.

Our ESG Strategy

Our ESG strategy has two aspects: improving our business operations and working with clients to help them manage their ESG impacts.

Our business started as an energy consultancy focused on optimising energy costs for clients. Over time with increased regulation around energy and carbon emissions, we started offering disclosure support for ESOS and SECR, assisting in setting up onsite generation, and more recently, creating net zero carbon plans.

Our business vision is to provide a full suite of ESG solutions to help our clients on their ESG journey. We want to deliver an increasing number of market-leading, technology-enabled services to a growing number of clients so that together we can beat the climate emergency.

We aim to lead by example in the sustainability arena so that we can speak from a position of first-hand experience when guiding our clients. We have published a 2020 TCFD report, a year ahead of mandatory reporting coming into effect in April 2022. We have calculated our scope 3 emissions and set targets to reduce our environmental impacts and positively impact society.

By offering services that reduce our clients' ESG impacts, we extend the change we can make as a company beyond our business operations. Customer service and product innovation are core elements of our business strategy, and our ESG Solutions division supports both of these areas. We are excited by the prospects for our recently launched ESG disclosure products, which in Q1 reached first revenue six months ahead of expectations. The start of mandatory TCFD reporting for large companies from April 2022 provides a favourable backdrop to our strategy for the ESG Solutions division, and we will continue our organic entry into this market.

When planning and managing our operations, we are cognisant of applying the 'Precautionary Principle' set out in Principle 15 of the Rio Declaration. To date, there have been no specific risks or operational impacts concerning Principle 15.

Within our business

- Improve business processes to allow better management of our supply chain, waste and water management
- Rationalise our office locations so that we have the potential to meet absolute net zero carbon

For our clients

- Grow our energy assurance, optimisation and ESG services
- Develop products to support all elements of the ESG impact mitigation



Creating Sustainable Value

Our Purpose

"To enable businesses to respond to the climate emergency, we focus on solving their toughest challenges. By managing data comprehensively, sourcing energy sustainably and reducing carbon efficiently, we help our clients manage costs effectively, make authentic ESG disclosures and improve their business performance whilst powering their journey to net zero."

We aim to take our clients on a journey towards net zero, full ESG disclosure and impact reduction. We currently support c. 250 clients with an aspect of their climate reporting and will continue to strive to enable each client to make adequate climate disclosures. Once a business collects auditable ESG data effectively and discloses ESG information correctly, we can help design solutions to reduce ESG impact and plan for net zero.

In November 2020, we received the London Stock Exchange Green Economy Mark, which recognises businesses generating at least 50% of their revenue from green revenue streams as defined by FTSE Russell's Green Revenues taxonomy.

Green Revenue

Our green revenue comes from:

Procurement: We help companies engage in environmentally responsible behaviour such as energy reduction initiatives and onsite renewable energy generation by managing their renewable obligations, feed-in tariffs, and climate change levies.

Energy Accounting: We validate corporate clients' energy consumption data, which forms the basis of submissions for sustainability reporting and voluntary schemes such as the Carbon Disclosure Project (CDP).

Monitoring and Targeting Monitoring: By monitoring site energy consumption, we can reduce energy and water waste and drive energy-efficient behaviour from employees.

Optimisation Services: We assist clients with consumption reduction management through energy efficiency, demand-side response and onsite renewable generation.

Our full Green Economy Mark disclosure can be found [here](#).

Materiality

Inspired is a relatively small organisation in terms of its economic, environmental, and social impacts. As such, the number of material items for us is relatively small compared to some larger organisations. To determine the content for each section, we considered each section of the GRI framework, collected the available data and derived the highest quality disclosure currently possible. We evaluated the relevance of each topic and provided disclosure wherever possible, commenting on its relevance to our business. We have chosen to provide disclosures on the following topics:

Economic: economic performance, taxation, anti-corruption and bribery.

Environmental: emissions, energy, water, waste, recycling, and biodiversity.

Social: health & safety, training & education, diversity, human rights, and local communities.

Targets

We view ESG and sustainability as a journey. Based on our materiality assessment, we have developed short, medium and long-term ESG targets for each business division. We have set interim targets to monitor our progress and ensure we are on track. For our environmental targets, we have adopted a science-based targets (SBTi) methodology to align our climate-related KPIs, targets and net zero strategy with the Paris Agreement (2015). We will be submitting our targets to SBTi in 2022.



Our Business Targets

In the long term (5-25 years), we aim to maintain a market-leading position for each division in each country of operation and maximise cash generation for the benefit of all stakeholders. To achieve this objective, we have set short and medium-term interim targets for organic growth and development for each division as follows:

Energy Assurance Services

In the short term (2021-2022), we want to maintain our position as the market leader in the UK and Ireland, focus on customer service to maximise client retention rates (target of at least 85%) and deliver 6 to 8% organic growth. In the medium-term (2-5 years), we are planning to deliver a market entry into 10 new countries by acquisition whilst maintaining 6-8% organic growth.

Energy Optimisation Services

In the short term (2021-2022), we are focusing on delivering Carbon Action Programmes to deliver net zero strategies for clients. We aim to deliver 15-18% organic growth, which we want to maintain in the medium term (2-5 years).

ESG Services

Our short-term focus (2021-2022) is on growing the provision of taxonomy and ESG framework-agnostic solutions to corporate businesses in the UK and Ireland. By December 2021, we aim to achieve a positive cash generation position and deliver the SDGme solution for use by group clients. In the medium-term (2-5 years), we want to establish a market-leading position as a technology-enabled service provider for ESG disclosure solutions in the UK & Ireland and build ESG impact capability for all elements of the ESG wheel.

Software solutions

In the short term (2021-2022), we aim to deliver 25-30% organic growth and deploy Capex to deliver 6 - 8 new technology solutions per year. In the medium term (2-5 years), we want to internationalise our user base and maintain 25% to 30% organic growth.

Our Environmental Targets

In the long term (5-25 years), we aim to achieve net zero through scope 1 & 2 reduction on a location basis by 50% by 2030 compared to 2019 and in total by 2035. We have set short and medium-term interim targets to improve our resource management and reduce overall consumption to achieve this objective.

Our short-term targets focus on assessing our current state and implementing processes to enable future improvements. We need to improve our business processes to allow better management of supply chain, waste management and water management. We will be reviewing our office estate and rationalising to locations that can deliver absolute net zero on a location basis. We aim to deliver carbon neutrality for our scope 1 & 2 emissions and our consumed scope 3 emissions year on year.

By 2025, we aim to reduce water use by 25%, remove single-use plastics, reduce paper use by 50% and recycle 90% of remaining paper waste. As part of improving our supply-chain screening, by 2025, we would like 80% of our suppliers (by spend) to be making a TCFD disclosure or equivalent.



Our Social Targets

In the long-term (5-25 years), we aim to maintain an equitable distribution of benefits between all stakeholders in proportion to the performance of the business. To develop social support and equity in our company, we have set short and medium-term targets based on learning from past experiences to strengthen our company culture and invest in initiatives that promote diversity and inclusion.

We will review what we have learnt from the COVID-19 pandemic to shape our 'Flexible Working Practices' and invest in further IT infrastructure to create a best-in-class remote working environment. Further, we intend to embed the UN SDGs within our business culture using our SDGme app.

Sustainability Governance Framework

We promote a culture of good governance throughout the business by creating an environment of openness, transparency, accountability and responsibility. We adopt the Quoted Companies Alliance (QCA) Code to ensure the highest standards of corporate governance. Our Board has established an ESG committee to sit alongside the Audit, Remuneration, and Nominations committees. Forming this Committee has integrated climate governance into our existing governance processes, and our employee-led committees will champion embedding climate governance throughout our operations. The roll-out of our SDGme app in 2021 will encourage employees to make greener choices in their everyday lives.

Executive Responsibility

Our approach to ESG is guided by our CEO Mark Dickinson and his drive to create a better world in the face of the climate emergency. He has executive responsibility for the ESG performance of Inspired and specific responsibility for ensuring that environmental, social, and governance-related risks, opportunities and responses are incorporated into the business strategy. He also approves the ESG report. Responsibility for considering climate-related risks on the company's financial performance rests with the Group's CFO, Paul Connor.

PLC Board of Directors



Mike Fletcher – Non-Executive Chairman

Board Director since IPO, appointed Non-Executive Chairman in September 2016

ESG Biography

- Founder of the Arete Foundation
- Chairman of Aberla Services (until 2020 (provider of renewable services.
- Head of Audit Committee for Sys Group plc
- ESG performance committee (meet quarterly) at Inspired PLC



Mark Dickinson – Chief Executive Officer

Appointed CEO in October 2017, CEO of M&C Energy Group before selling to Schneider Electric in 2013

ESG Biography

- Energy and Sustainability specialist with over 25 years' experience



Paul Connor – Chief Financial Officer

Appointed CFO in 2014, driving acquisitions and integration

ESG Biography

- Chartered Accountant and audit practitioner



Richard Logan - Non-Executive Director

Former FD of iomart Group PLC from 2006-2018

ESG Biography

- ICAS Business Policy Panel
- Fundraiser JDRF (Juvenile Diabetes Research Foundation)
- Non-Executive Director and Head of Audit at Pebble Beach Systems
- ESG performance committee (meet quarterly) at Inspired PLC



Sarah Flannigan - Non-Executive Director

Former CIO of EDF, Chair of Riverford Organic Ltd and of Sawdays's Publishing

ESG Biography

- Trustee at Royal Botanic Gardens, Kew
- Non-Executive Chair of Riverford Organic Farmers Ltd
- Non-Executive Chair of Yeo Valley (Regenerative Organic Farming at Scale)
- Trustee at National Lottery Heritage Fund (until May 2021)
- ESG performance committee (meet quarterly) at Inspired PLC

The Board

The Board is responsible for approving the ESG strategy and regularly reviewing our performance against our ESG KPIs. The Board plays a crucial role in the company's governance by providing an external and independent perspective, ensuring adequate internal controls and risk management measures. We must have a diverse Board that brings a broad range of experience and expertise into the business. This year we were pleased to welcome Sarah Flannigan as a non-executive director who brings a wealth of energy industry experience.

ESG Performance Committee

Our ESG Performance Committee, chaired by Sarah Flannigan (NED), has responsibility for holding the Executive Directors to account concerning climate risks and impacts, including all ESG-related matters. Climate change is a standing agenda item of the ESG Performance Committee, and they are responsible for reviewing and validating the strategy for managing climate-related risks, opportunities, and responses. The Committee will annually assess the key roles and responsibilities for oversight relating to climate-related risks and opportunities.

ESG Advisory Committee

We have created an ESG Advisory Committee, which includes external advisors who can further develop our Board's knowledge and insight. The Advisory Committee ensures we are providing a position of thought leadership for ESG-related products and services.

Sustainability & the Board Committees

Remuneration Committee

Our remuneration committee supports our ESG goals by designing remuneration packages that reward progress towards our ESG targets. We have introduced an ESG performance component in our bonus structure. As of FY2021, 25% of executive remuneration will be linked to the company's ESG performance. In line with the change in the executive remuneration, each employee shall have an element of their performance-related pay linked to ESG Performance during 2021.

Audit Committee

Our audit committee is responsible for managing risk effectively across the business. This includes providing oversight on the management of our climate-related risks, as identified in our TCFD report.

Full details of all committees can be found in our [Annual Report](#).

Nominations Committee

Our nominations committee ensures we have the expertise needed on our Board, including the knowledge to drive our sustainability strategy. Appointments are made on merit against objective criteria and concerning the benefits brought to the Board and the Group.

Embedding ESG within the Company

Environmental Action Committee & Social Action Committee

We intend to set up these committees because we believe that ESG needs to be led from the top and championed by our employees. The committees will consist of representatives across the nine business departments, rotated annually and are not direct reports to an Executive Director. The role of each committee member is to facilitate ESG dialogue and implement the various ESG initiatives within their departments. They will engage directly with our CEO and the ESG Performance Committee.

SDGme

We want to embed the UN SDGs into our organisational culture through our SDGme app to foster employee engagement and shape individual behaviour around global social and environmental issues.

How We Manage Risk

Our continuing success depends on effective risk identification and mitigation. Responsibility for managing our risks lies with senior management with oversight provided by the Audit Committee and quarterly reviews by the Board of Directors. Our principal risks have been identified based on the likelihood of occurrence and the severity of the potential impact. They are grouped as personnel, business practices and the environment.

In 2020 the most significant risk faced was the economic disruption caused by the COVID-19 pandemic. Our response to the pandemic is outlined in our [Annual Report](#) in the Chairman's, CEO's and CFO's statements.



Business Practices

Exposure to underlying clients.

Inspired benefits from a diverse revenue line with no client representing more than 1% of Energy Assurance Services' revenue. However, the risk from exposure to underlying clients has increased this year as the COVID-19 pandemic has impacted client consumption levels.

The Group has allowed a 6% provision for this and is transferring clients to a direct revenue recovery model rather than recovery by consumption. We also undertake credit checks on clients before entering into a contract.

Growth via acquisition.

Given our commitment to continued growth via acquisition, we are at risk of investments that do not perform as initially anticipated, resulting in financial loss. The risk level for this is unchanged from last year.

Regulation.

The Directors believe that Inspired operates to a standard as high as any regulatory framework introduced for continuing operations. This risk level has decreased this year due to the divestment of the SME division as the regulatory focus on this market was disproportionate to its contribution to Group revenues.

The Environment

Our first TCFD disclosure has identified the climate-related risks material to our operations in terms of asset valuation, labour, IT development, engineering contractors and capital equipment. The planned mitigation for each of these, along with our process for determining these risks, can be found in our [TCFD report](#).

Personnel

We depend on retaining high-performing employees and attracting new talent. The Directors and Senior Management Team have equity interests in the Group, including a Long-Term Incentive Plan implemented during 2017 and 2018. In addition, key personnel have an equity interest in the Group via share options.

The adoption of a stronger focus on ESG and delivery of environmental and social objectives is vital to attracting the best millennial talent in the future.

Transparency

We value good ethics and are committed to being transparent about our business operations. Our policies are published on our website, disclosing our ethical business practices, how we care for our people, and our environmental policy.

Ethical Business Conduct

Our Anti-bribery and Corruption Policy and Supplier Code of Conduct set out clear standards for the behaviour we expect throughout our operations. We have several mechanisms for raising concerns and complaints, including a whistle-blower policy. Each year we publish details of any critical grievances raised.

Caring for People

People are our most valued asset, and we want to ensure we are creating a supportive and inclusive work environment. We do not tolerate discrimination and appreciate the strengths that a diverse workforce brings. This is supported by our anti-discrimination, diversity, and equal pay policies.

Most of our work is office-based, and therefore at low risk for health & safety issues. However, we do have some employees and contractors who conduct site visits and onsite work and are at higher risk. We have a robust health & safety policy which is explained in more detail [here](#).

Our operations and supply chain are at low risk of potential human rights violations, but we are aware of these issues and have policies to ensure we continue to provide a safe workplace. This includes our human rights policy, our statement on modern slavery and human trafficking, and our recognition of the ILO Conventions. Any breaches of these policies are investigated, and the results are published each year.

Environmental Awareness

We are fortunate to be able to influence both our environmental impacts and those of our clients.

We will reduce our energy and water usage in our operations, decreasing the waste we generate whilst increasing reuse or recycling rates. We promote video conferencing where possible to avoid unnecessary travel.

We support our clients in reducing their energy consumption and increasing onsite generation. As of 2020, we can help clients with their ESG reporting and assess their broader environmental impacts. More information on this can be found via this [link](#).



Stakeholder Engagement

We have a duty to all our stakeholders, shareholders, employees, clients, suppliers and wider society. We recognise the importance of effective, two-way communication with our stakeholders to understand and consider their needs. However, as we reflect on our current stakeholder engagement, it is clear to the Board of Directors that we are missing a formal process for engaging with each stakeholder group. In 2021, Inspired aims to carry out an annual survey to engage with each stakeholder group.

Employees

We have regular town hall meetings where employees are updated on business performance. During periods of lockdown, we also provided a weekly situation report to provide updates on pertinent issues.

We have an employee-led Engagement Committee that organises fundraisers, team building and other employee-related initiatives.

Investors

Our AGM is the key forum for our investors to communicate with us. The outcomes of resolutions put to the AGM are published on our website. Throughout the year, we have Investor Weeks, where our CFO and CEO hold one-to-one meetings. We also use the London Stock Exchange Regulatory News Service (RNS) to advise the market of performance and significant matters.

Customers

Customer relationships are managed by senior personnel and analysts, particularly the Directors and Senior Management Team.

Suppliers

We value all of our suppliers and have multi-year contracts with our key suppliers. Supplier relationships are managed by senior personnel and analysts, particularly the Directors and Senior Management Team.



Economic & Innovation

A man in a dark suit is seated in a modern office, likely a trading floor, with multiple computer monitors displaying financial data. He is holding a telephone receiver to his ear with his left hand and has his right hand on a keyboard. The background shows other monitors and another person working, creating a busy, professional atmosphere.

We are excited by the prospects of the Group's recently launched ESG Disclosure product which in Q1 reached first revenue six months ahead of expectations.

Economic Overview

2020 presented its challenges, including the significant changes to working practices from Q2 onward. The Corporate Division and continuing operations grew revenue by 6% and contributed to creating economic value for our stakeholders. During the year, we reflected and considered the risks and opportunities posed by climate change and the associated financial impact on our business. This is outlined in our TCFD report [here](#).

We are excited by the prospects of the Group's recently launched ESG Disclosure product which in Q1 reached first revenue six months ahead of expectations. The increase in mandatory ESG disclosure regulations in 2022 provides a favourable backdrop to our strategy for the ESG Services Division, and we will continue our organic entry into this market.

One of the key areas of focus for the Group in 2021 will be the evolution of the Software Solutions Division, which creates the proprietary software that underpins the Group's technology-enabled services and is used by third parties under a SaaS model. For the last two years, we have been building the division into a platform operation that we believe can deliver incremental returns to the Group in 2022, which are greater than we had initially anticipated.

Table 1 below summarises the Economic Value we distributed during 2020, including payments across our supply chain, employee wages and benefits, dividends to our shareholders, and contributions to charity.

Table 1: Distribution of economic value

SUPPLY-CHAIN	
Category	Total
IT	£4.38M
Energy Optimisation Materials	£4.34M
Contractors	£1.53M
Offices	£1.39M
Professional Fees	£1.13M
Top 5 Spend Categories	£12.77M
Other	£3.95M
Total Spend	£16.72M
Employee Wages & Benefits	£21.56M
Dividends	£2.1M
Donations to Charity	c. £15,000

Climate-related Risks & Opportunities

As a technology-enabled service provider that supports green energy procurement, net zero carbon delivery and ESG disclosure services, climate change provides the Group with several opportunities and risks.

Our TCFD disclosure details the impact of climate change on the business, outlining the material climate-related risks and opportunities that have the highest potential to impact our operations. Further information on the financial implications of climate change is available in our TCFD report [here](#).



Our Organisation at Glance

Despite the challenges of the COVID-19 pandemic, in 2020, we finished the year in a strong financial position and are proud of our accomplishments. We exited 2020 with a strengthened platform, capable of generating long-term growth and significant stakeholder returns as customer markets recover. We decided to dispose of the SME division and continued making progress with our acquisition strategy.

SME Division disposal

We completed the disposal of the SME division by way of a management buyout (MBO). The sale included subsidiaries Energisave Online Limited, KWH Consulting Limited and Simply Business Energy Limited. The SME division provided services through procuring contracts with energy suppliers on behalf of SME customers. The exit from the SME business has enabled us to become a pure-play technology-enabled service provider for corporate businesses. Utilising the MBO structure represented the fairest way to respect the efforts of the employees who had been fundamental in growing the SME business and will provide them with the opportunity to lead the next phase of its development.

Accelerated Acquisition Strategy

We successfully raised £31.3 million in July 2020, which provided the opportunity to accelerate our acquisition strategy further. In the second half of 2020, we acquired LSI Energy, relating to Energy Assurance Services, and the remaining 60% of Ignite, relating to Energy Optimisation Services. These acquisitions will enable us to be a leader in delivering net zero carbon and ESG objectives for our clients.

Restructuring our Businesses

Our offices in Bromley, Stamford and Sunderland were closed, and locations in Oxford, Northampton and St Albans were acquired through the acquisitions we completed in 2020. We have plans to open a new UK office in London in 2022.

Financial Assistance

The Group received support from the government of £207K relating to the Coronavirus Job Retention Scheme (CJRS) concerning continuing operations.

Taxation

Inspired does not have an explicit taxation strategy above and beyond complying with the local laws in the jurisdictions in which it operates. In 2020 the company had no claims or disputes concerning taxation in any geography.

Political Donations & Lobbying

The Group did not make any political donations or enter into any lobbying activity during 2020.

Financial Highlights

Revenue	Underlying cash generated from continuing operations
£46.1M (2019: £43.7M)	£11.6M (2019: £12.9M)
Completed a successful fundraise in July 2020	Loss before Income Tax
£31.3M	£4.5M (2019: Profit before tax of £3.1M)
Group adjusted EBITDA	Corporate order book at 31 December 2020
£12.8M (2019: £16.9M)	£63.0M (2019: £57.5M)
Financial dividend per share	Tax
0.12p (2019: 0.22p)	£0.25M

Environment



Environmental stewardship is a fundamental aspect of our business strategy, and we are committed to reducing our impacts and improving our environmental performance.

Environment Overview

We have set a target of achieving absolute net zero on a location basis by 2035. We have completed our first scope 3 emissions report as a first step. We have used offsets to achieve carbon neutrality for scope 1, 2 and consumed scope 3 emissions for 2020. We have set targets for reducing our water and waste and increasing our recycling.

Our Clients

Our ESG Solutions division was created as part of our acknowledgement of the climate emergency. We aim to be a valued partner for our customers, helping them reduce their carbon footprint. We have 20 years of experience in energy and are well-placed to meet client needs concerning optimising energy and starting their ESG journey.

We help clients with energy efficiency, onsite generation, procurement of green electricity and compliance with environmental regulations. We provide solutions to deliver net zero carbon and science-based targets (SBTi). In 2020, we analysed 53 ESG disclosures and made 126 ESG disclosures.

Our Suppliers

We only work with suppliers whose environmental standards are consistent with ours. We check this during onboarding by reviewing their environmental policies. However, we plan to improve this and assess environmental performance too.

Environmental Policy

We are committed to reducing our environmental impact. Continually improving our environmental performance is fundamental to our business strategy and operating methods. We have considered the opportunities and impacts of our business operations, resource usage, offices, business travel and our impact on the local community. We encourage our customers, suppliers, and business associates to do the same. Not only is this sound commercial sense for all, but it is also a matter of delivering on our duty of care for future generations.

Business

- We wholly support and comply with or exceed the requirements of current environmental legislation and codes of practice.
- We assess the environmental impact of any new processes or products we are considering introducing.

Resource Management

- We are implementing improvements to reduce our waste and increase reuse and recycling.
- We are reducing energy and water usage in our buildings, vehicles, and processes.
- We use only licensed and appropriate organisations for waste disposal purposes.

Travel

- We operate and maintain company vehicles (where appropriate) with due regard to environmental issues as far as reasonably practical and encourage the use of alternative means of transport including public transport, cycling and car sharing.
- We promote the use of travel alternatives such as e-mail or video, or phone conferencing.

Offices

- We are increasing the use of environmentally friendly cleaning materials where possible.
- When refurbishing our offices, we aim to maximise the use of as many environmentally friendly materials as possible.
- We consider environmental impact when purchasing products and services and encourage others to do the same.

Local Community

We aim to be continuously reducing the air, water, noise and light pollution from our premises and any impacts from our operations on the environment and local community. We prioritise using local labour and materials where available to reduce CO₂ emissions and help the community both economically and environmentally.

Environmental Targets

We have set targets based on our materiality assessment. As an office-based company with a simple supply chain, our environmental impacts are limited, but we can still make improvements in terms of our emissions, energy and water use, waste and supplier screening.



Emissions

Our long-term target is to achieve net zero carbon for all emissions. This year we have achieved carbon neutrality for scope 1, 2 and partial scope 3 (our services supplied to customers), equating to 4,708 tCO₂e of our 9,928 tCO₂e total carbon emissions.

Interim targets:

- 2022 Submit science-based targets to SBTi.
- 2030 Achieve 50% net zero carbon for scope 1 and 2 emissions on a location basis against a 2019 baseline.
Reduce our carbon footprint by 50%.
- 2035 Achieve net zero carbon for scope 1 and 2 emissions on a location basis against a 2019 baseline.

Energy

We set ourselves a target of purchasing electricity from 100% renewable sources this year and are pleased to say we have achieved this.

Water

We are aiming to reduce our water usage by 25% by 2025. We will be installing metering equipment in 2021 to allow for measurements.

Waste

By 2025 we aim to reduce paper usage by 50%, recycle 90% of paper waste, and replace or remove single-use plastic. We have implemented DocuSign or equivalent across the business to reduce printing to reduce our paper use. We are in the process of collecting complete waste stream data and establishing how best to measure our recycling activity. Our next steps will be to implement appropriate monitoring of our waste streams and analyse our spending on goods to identify recyclable material categories.

Suppliers

As part of improving our supply-chain screening, by 2025, we would like 80% of our suppliers (by spend) to be making a TCFD disclosure or equivalent

Environmental Progress: 2020 & Beyond

Our focus in 2020 has been laying the foundation for our long-term goals by assessing our current position and putting processes in place to allow future improvements. Our main areas are energy & emissions, waste, recycling and water. We also assessed our potential biodiversity impacts.

GHG emissions

To demonstrate leadership in our sector, we have voluntarily reported on all scope 3 emissions sources within the non-discretionary boundary of the Greenhouse Gas Protocol Corporate Value Chain (scope 3) Accounting and Reporting Standard. Our scope 1 and 2 emissions represent 3% of our total impacts, with scope 3 representing the remaining 97%.

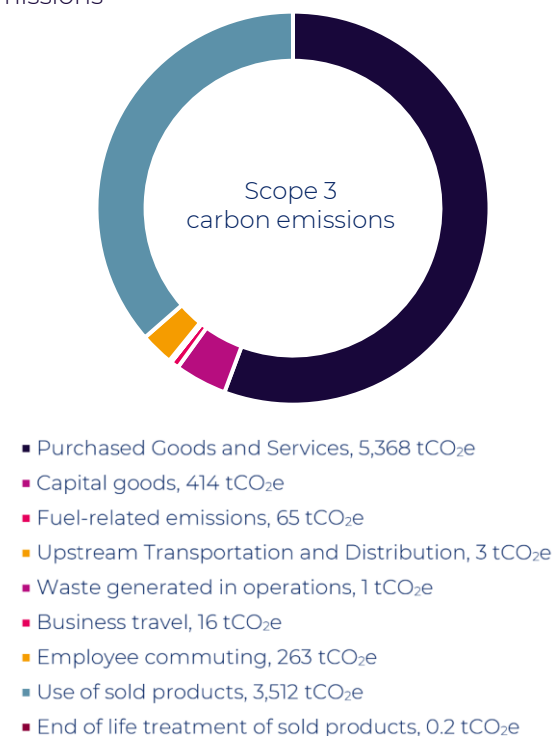
Whilst we are working to reduce our emissions across all three scopes, we have purchased 4,708 tCO₂e of carbon offsets for 2020 to cover our value chain so that our services are carbon neutral. As a next step, we will review which optional items are important to stakeholders and within our reasonable operational control.

Our full year-on-year scope 1 & 2 emissions data is published in our annual Streamlined Energy & Carbon Reporting (SECR), available [here](#). We know that the COVID-19 pandemic has led to an artificial reduction in our scope 1 and 2 emissions during 2020. The projects we identified in 2019 to reduce our emissions have been delayed and will resume once the Inspired offices fully reopen. Our carbon balance sheet detailing our scope 1, 2 and 3 data can be found in the [TCFD report](#).

Table 2: Emissions overview for Inspired PLC

Emissions Scope	tCO ₂ e Location-Based	tCO ₂ e Market-Based
Scope 1	179	136
Scope 2	107	0
Scope 3	9,643	9,643
Gross Emissions, All Scopes	9,928	9,778
Gross Consumed Emissions ¹	n/a	4,708
Carbon Offsets	n/a	(4,708)
Net Consumed Emissions, All Scopes	n/a	0

Figure 1: Breakdown of Scope 3 CO₂e emissions



Methods: Under the GHG Protocol Corporate Standards, emissions are classified into three specific scopes – 1, 2 and 3. The Standard enables us to capture and report our emissions data each year consistently and comparably and set appropriate KPIs and metrics to measure our performance year-on-year. Scope 1 emissions are the direct emissions from the combustion of natural gas and other fuels. Scope 2 emissions are the indirect emissions from the generation of purchased electricity. Scope 3 emissions are all indirect emissions (excluded in scope 2) that occur in our value chain.

Energy

Our energy consumption is relatively minor and relates primarily to the utilisation of our offices. However, we are still committed to year-on-year improvements in operational energy efficiency. As such, a register of available energy efficiency measures has been compiled, with a view to implementing these measures in the next five years.

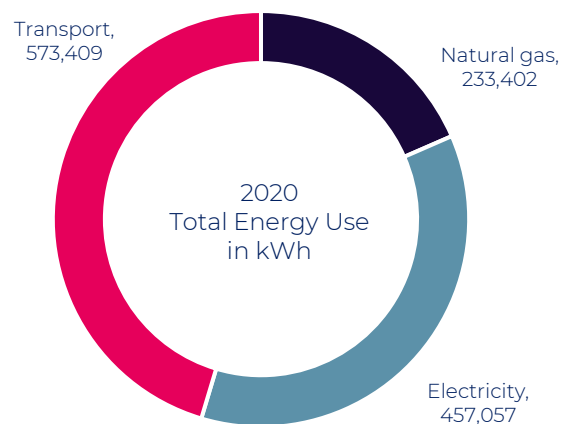
Measures ongoing and undertaken through 2020:

Due to the COVID-19 pandemic, physical energy efficiency projects planned to be undertaken during 2020 have not been implemented. These have been prioritised for implementation when the normal operations of Inspired can resume.

Measures prioritised for implementation in 2021:

- LED refit in offices currently utilising fluorescent lighting.
- Heating and cooling control optimisation across the office portfolio.

Figure 2: Breakdown of energy use in 2020



Method: all Inspired's electricity and gas invoices have been entered into a fully managed energy database until 31 December 2020. Data quality checks have been carried out for data completeness and accuracy. All transport information has also been entered into the energy database up to 31 December 2020.

There were several instances, equating to 12% of the total reported consumption, where it was necessary to calculate some estimated consumption to achieve 100% data coverage. The methodology of these estimation techniques is detailed in the appendix to our SECR report, available [here](#).



Water

As a service provider operating mainly from leased offices, water use within the business is relatively small as it does not form a feedstock to any process. We spend less than £10,000 on water per year. To date, the business has not had a sufficient focus on this issue, and one of the benefits of the ESG process is to provide a stimulus for this focus. We will improve our measurement and data collection processes to allow an adequate disclosure and target to reduce total water consumption by 25% by 2025.

Waste

Like water, our waste generation is relatively small and directly related to the number of employees. Historically, this is an issue that we have not focused on, and the disclosure process allows us to recognise this and improve. We shall implement appropriate measurement and data collection processes to allow an adequate disclosure to be made.

Recycling

We recycle our waste but do not currently measure our recycling rates. We will implement more robust measurements concerning our recycling activity and analyse our spending on consumable goods to identify categories where recycled materials can form part of the selection criteria. We will then make an appropriate disclosure for 2021 and set targets for recycling.

Biodiversity

We have assessed each of our locations for biodiversity and have no concerns about our biodiversity impact. The Kirkham office is within a priority area for Countryside Stewardship measures for lapwings and curlews. Our offices at Burgess Hill are adjacent to an area with Great Crested Newts, a protected species that could restrict the expansion of this site. However, we have no plans to develop any of our sites.



A photograph of three people wearing blue helmets and outdoor jackets, smiling and stacking their hands in a team-building gesture. The background is a lush green forest. A semi-transparent dark blue geometric shape is overlaid on the left side of the image, containing the text.

Social

Our people are fundamental to the delivery of our strategy, and their health and well-being is a vital consideration in how we do business

Social Overview

Our people are fundamental to the delivery of our strategy, and their health and well-being is a vital consideration in how we do business. We recognise that we need to develop our people and attract talent to operate as efficiently as possible. We aim to be a responsible organisation that protects and respects the human rights of our employees, our supply chain and the communities in which we operate.

Building our Workforce

Our success as a Group depends on our ability to keep pace with the rapidly evolving market. We aim to build a diverse and inclusive working environment, empower our employees, and recruit talented people.

The introduction of our talent acquisition team has improved the quality and increased the cost-effectiveness of our talent acquisition, resulting in reduced recruitment agency costs. It is comprised of industry experts who develop a talent pool of high-quality candidates.

We have launched a new performance and appraisal system to improve the process of performance reviews for our employees.

Our People

Inspired is a Real Living Wage Employer and hires over 80% of its senior managers from the local community. The total number of employees at the end of 2020 was 476, corresponding to an average of 442 FTE employees. Only four people (two males and two females) were hired on a fixed-term contract basis. As a technology-enabled service provider, we do not currently have any employees covered by collective bargaining agreements.

Depending on the role, we provide part-time working opportunities to employees where possible. We also employ external contractors, building services and electrical engineers to deliver our energy optimisation services. In 2020 we utilised c. 100 contractors.

We offer all our employees, both full and part-time, the same benefits packages, although there may be some variance with recently acquired companies. We aim to harmonise the acquired company's best practice with the Group within two years of ownership. We do not provide additional benefits to temporary workers and currently do not have specific programs to manage employment endings due to redundancy or retirement.

We have a Share Option Scheme in place, under which options are granted to senior staff members. We also offer a Sharesave scheme to employees who have been with us for more than 6 months.

Learning & Development

All our employees receive annual training on the following matters during the initial six months of their employment, and these modules are revisited annually:

- Anti-Corruption and Bribery
- Health & Safety
- Equality & Diversity
- Workplace Bullying
- Intro to GDPR
- Cyber Security

Employees who deliver engineering services on third party premises are provided with specific health & safety training.

In 2020, over 120 employees participated in the Blanchard Situational Leadership Program. The programme aims to bridge the organisational language between senior management and junior employees.

In total, the average hours of training per full-time equivalent (FTE) employee in 2020 was 5.41 hours.

Caring for our People

We are committed to protecting the health & safety of our people and maintaining a safe working environment. All our employees are covered by our occupational health and management process, and during 2020 we implemented the ISO 45001: Occupational Health & Safety standard.

Health & Safety

Our CEO, Mark Dickinson, has overall responsibility for the formulation and implementation of the company's Health & Safety & Accident Prevention Policy. He, together with the Director of Compliance and Integration, the Group Office Manager and Head of HR form the Health & Safety Steering Group. The Director of Compliance and Integration is responsible for managing daily health & safety matters. However, at times Health & Safety Steering Group may also be assisted by local Managers.

Employees actively participate in occupational health & safety matters. The Employee Engagement Committee provides a forum for employees to engage with the occupational health & safety systems implemented by the steering group.

As a technology-enabled service provider, the potential for work-related injuries is relatively low compared to many organisations. Work-related hazards are systematically reviewed monthly by the Office Management team. Additionally, it is the responsibility of any staff member or visitor to report any issues they may suspect or become aware of to the Health & Safety Steering Group. In addition, senior management is responsible for a walk-around inspection of their area of operations every quarter. We carry out the following activities as part of our approach to health & safety:

- Where we provide services on third party premises, an appropriate risk assessment and method statement are produced (RAMS).
- Where a third party provides services on our premises, the third party receives and reviews a RAMS where appropriate.
- HSG65 audits are conducted for each premise, and an independent external consultant assures the quality.
- Our employees complete 5-point health & safety questions monthly. The questions aim to assess our employees' capacity to continue working remotely and how to best support them.
- An assessment of Display Screen Equipment and how we use it.

- The Accident and Near Miss register is reviewed monthly for trends so that preventative actions can be implemented.
- Where an employee has a protected characteristic, and we consider making a reasonable adjustment for them under our legal obligations –third parties are used to conduct the assessments and advise the company.

During 2020, the Group logged 14 accidents, no RIDDOR and no health & safety-related fatalities. There has been one referral to occupational health for a work-related issue, and a total of 1,394 days were lost due to non-work-related illness out of 123,383 FTE days (1.1%).

Concerning the health & safety impacts of our products and services, our data management and consultancy services to corporate business are performed electronically. We currently do not have any known negative impacts in this area.



Human Rights

We are committed to ensuring that people are treated with dignity within our organisation, direct supply chain, and business partnerships, regardless of their nationality, residence, sex, sexual orientation, national or ethnic origin, colour, religion, language, or any other status. To this end, we maintain the highest business and ethical behaviour standards, including compliance with all applicable laws and regulations and company policies, practices, and procedures.

The geographical scope of our operations is limited to the UK & Ireland, with a localised and relatively simple supply chain. There is a significantly low risk of human rights issues within the Group's supply chain. Nevertheless, we intend to apply a more rigorous approach to human rights monitoring. The organisation will conduct a review of potential enhancements in 2021. These will include introducing processes and setting targets for supply chain compliance within our policies and practices.

We are also committed to ensuring that our business and our relationships are free of modern slavery and human trafficking and will not hesitate to perform due diligence if necessary. Our supply chain management is carried out by formal contractual agreements where each supplier is asked to comply with our policies. However, the Group did not screen suppliers using social criteria in 2020.

The Group does not have any known areas where freedom of association and collective bargaining are at risk. There are also no known areas of risk concerning incidents of child labour or compulsory labour. Furthermore, we do not have any operations that directly or indirectly impact the rights of indigenous people. Nonetheless, the screening process that will be implemented in 2021 will proactively seek to identify any such risks. Concerning training on human rights policies and procedures within the organisation, our employees and any security personnel did not receive training in these areas during 2020.



Local Communities

As a relatively minor employer in each of its areas of operation, our interaction with the local community is primarily driven by our Employee Engagement Committee. During 2020, we did not have any known negative impacts on local communities. However, we have not engaged in any community outreach programmes to assess our effects on the communities in which we operate.

We aim to support local suppliers as we understand the positive economic effects on the local economies, which can also result in improved community relations. However, we do not currently record how our spending is split between local and national suppliers. We also cannot currently accurately measure our indirect economic impacts. However, we are considering how we can implement processes to reliably assess our indirect impacts in the future.

Gender Diversity & Equal Opportunities

Inspired takes its responsibilities seriously concerning equal opportunities, diversity and inclusion. During 2020, we provided diversity and inclusion training for 350 employees. We did not have incidents of discrimination as defined by the International Labour Organization (ILO) 'Declaration on Fundamental Principles and Rights at Work'. However, the company did have two grievances, neither of which were upheld.

Gender Diversity Targets

We believe that gender diversity in the workplace is important, and we want to ensure equal representation of women and men in our organisation. We are aware of the positive effects that gender equality can bring to organisations, which may include enhanced collaboration, improved productivity, diversity of views, and improved staff retention, to name a few.

Our commitment to diversity starts at the top of the organisation, and it is fair to reflect that historically our gender balance at the board level has not been appropriate. The Board has published its Board Gender Diversity Policy, which sets a minimum target of 37.5% for the minority gender by 2022.

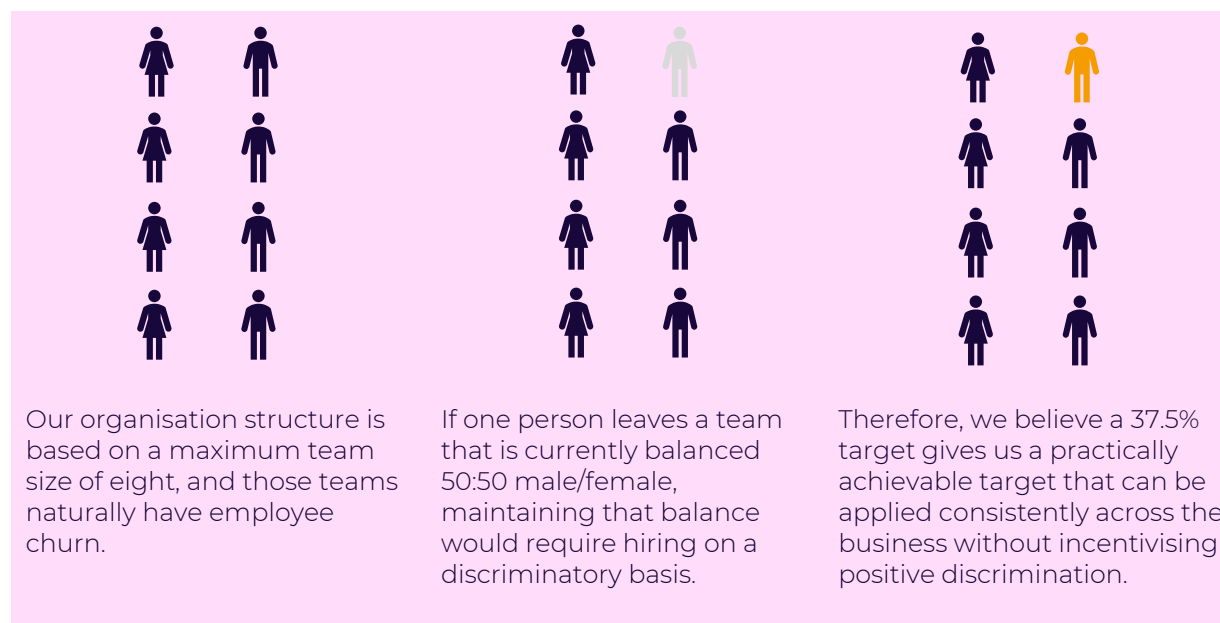
With regards to gender diversity targets within an organisation, 50:50 is often seen as the headline objective. It is referred to from the perspective of the percentage of the female gender within a population. Inspired believes these definitions are impractical. A gender target should, in our opinion, be based on the minimum target representation of gender within a population at 37.5%.

As a company, we do not believe in positive discrimination. However, there are several things we can do to look to improve our diversity and equality.

These include:

- Set gender and diversity targets for every business segment.
- Take measures to ensure gender and diversity bias is removed from HR processes.
- Provide access to additional gender and diversity training.

Figure 3: Explaining our 37.5% gender diversity target



Equal Pay

As a company, we take our responsibilities for equal pay very seriously. [Table 3](#) shows a summary of our gender pay gap.

One of the challenges with the statutory disclosure is the measurement period does not relate to the Group financial reporting period or our continuing operations. The statutory report only covers a subset of our employees. It focuses on a different reporting period and average numbers, not those from continuing operations. We have provided the equal pay analysis based on our 2020 financial year, continuing operations, and employee disclosure.

Table 3: Summary of the gender pay gap

	Mean	Median
Male	£21.54	£17.02
Female	£15.71	£14.10
Gender Pay Gap	27.05%	17.15%

Equal Pay Ratios

Our Equal Pay Ratios have been examined by employee category level and age groups; see [Table 4](#) below. We have calculated our equal pay ratios by taking the hourly basic pay rate of the gender in the minority group divided by the average hourly rate for both genders. Our [Gender Pay Gap Report](#) provides further information on our equal pay ratios.

With regards to the minimum wage for entry-level employees, the ratio of basic entry-level salary compared to the April 2021 minimum wage is 126% for women and 135% for men. The ratio of basic pay of the highest-paid executive to the average employee is 7.5.

Table 4: Equal Pay Ratio Table

Group	30 to 50 years	Over 50 years	Under 30 years	Total
Level 1	100%	100%	0%	100%
Level 2	91%	89%	0%	87%
Level 3	93%	95%	0%	93%
Level 4a	95%	80%	78%	94%
Level 4b	98%	78%	92%	97%
Level 4c	95%	87%	97%	95%
Level 5a	93%	100%	99%	93%
Level 5b	86%	89%	80%	89%
Level 5c	78%	79%	95%	85%
Level 5d	0%	0%	96%	96%
Level 6a	98%	85%	99%	97%
Level 6b	99%	97%	90%	93%
Level 6c	0%	0%	90%	99%
Total	70%	54%	96%	70%

Parental Leave

During 2020, 291 days were taken as paternity leave and 2,629 taken as maternity leave.

Operational Changes Impacting Employees

We are aware that operational changes within an organisation can have positive or negative implications for the employees, regardless of the reason behind them. We manage our operational changes on a case-by-case basis and, where possible, seek to reach an agreement with employees regarding any change. If such an agreement is not possible, we always provide any minimum notice required by the relevant local laws. In 2020, no operational changes were made without the agreement of employees. During the COVID-19 pandemic, changes were made with less than one or two days' notice under Government guidance at the time.



Employee Engagement

The COVID-19 pandemic has posed many obstacles to businesses. It has forced us to make changes to our workplace and disrupted the way we traditionally operated. Listening to our people, empathising with their concerns, and communicating frequently and effectively has been fundamental for us to continue operating successfully.

Our Directors comply with their statutory duties according to s172(1) Companies Act 2006, including the management of stakeholder engagement.

During 2020 the Group engaged with its employees through 'Town Hall' meetings, where we endeavoured to regularly report on the performance of the business. During lockdown periods, we provided a weekly situation report, which set out the productivity of each department and an update on the pertinent issues affecting the company.

Our employee engagement committee meets monthly and addresses charitable giving, team building, and other employee-related initiatives.

Employees Well-being Support

In 2021 we are embarking on a journey to engage with our employees to improve their health & well-being. This goes above and beyond our legal obligations and will include assessing the budget that should be made

available per employee for wellness and well-being compared to performance-related pay.

We know that wellness and well-being are very personal and can be different for each individual. This will be considered when deciding what should be provided centrally and what should be selected by the individual employee to maximise their wellness and well-being. All our employees have access to a confidential Employee Assistance Program provided by a specialist third party. The service includes a Health Risk Assessment tool (HRA), which offers information, advice, training and assistance to help people deal with events and issues in their everyday work and personal life. This is also available to employees' immediate family. Furthermore, through this system, employees can access an information service covering topics such as debt management, lawsuits, consumer or property disputes, and medical information on a range of health-related issues.

In 2021 we are partnering with Unmind, a workplace mental health platform that is 100% confidential and can be accessed anywhere, anytime. It helps employees track, assess, and understand their well-being with tools, training and assessments, and a wide variety of activities. It focuses on seven key areas: fulfilment, coping, calmness, happiness, connection, health, and sleep. Employees can access self-guided programs, exercises and clinically backed insights.



Data Privacy

Helping clients achieve their ESG objectives involves collecting and managing large data sets. Safeguarding our clients confidential and personal information is core to the services we provide. We are committed to protecting our clients' information under our legal requirements and monitor changes in laws, policies, and regulations to ensure compliance.

Inspired is ISO 27001 Information Security Management (ISMS) certified. Our systems are hosted in a secure data centre with restricted physical access to the equipment or servers. Data stored within the service is encrypted following industry standards. Additionally, periodic Vulnerability and Penetration testing of our website is undertaken. We have appointed a data privacy manager with responsibility for the personal data we collect and use.

The Group did not have any complaints about breaches of customer privacy in 2020. Furthermore, we had no known incidents of failure to comply with laws and regulations, including product service information and labelling and marketing communications regulations.



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