



# Sustainability Strategy

 ABTRAN

# CONTENTS

CEO Message – Abtran’s Sustainability Goal	1
Introduction to Abtran	2
The Abtran Sustainability Strategy and 3 Pillars	3
Abtran’s role in the UN Sustainable Development Goals	4
The Happy Society Pillar	5
- Abtran Academy Case Study	6
- Ambitions and how we achieve it	7
The Healthy Planet Pillar	8
- Abtran Achievements in 2021	9
- Scope	10
- Ambitions and how we achieve it	11
The Thriving Economy Pillar	12
- Abtran Supplier Case Study	13
- Ambitions and how we achieve it	14
Strategy Governance Structure	15
Employee Engagement & Communication	16
Planning and Reporting	16
Appendix	
Happy Society Objectives, Actions and Business Owners	i
The Healthy Planet Objectives, Actions and Business Owners	iii
The Thriving Economy Objectives, Actions and Business Owners	vi



# CEO Message

We are delighted to share Abtran's first Sustainability Strategy.

Whilst we have been engaged in a range of sustainability activities over the years, this strategy formalises our commitment for the first time. It brings together our existing efforts and identifies additional key sustainability priorities we will focus on in the coming years.

As is often the case, we have learned as much through the strategy creation process as from the end result. We appreciate the importance of focusing our efforts where we can make the most meaningful positive impact – reducing environmental harms and maximising the contribution we make to society. This means understanding industry-relevant themes - such as our digital carbon footprint - and adapting to a future where hybrid working is likely to be the norm.

Our overall goal is to build a culture of sustainability in Abtran that is a source of pride for the business and for employees. It is only by ensuring our own people across our whole business, live and breathe sustainability that we can deliver improvements in our own operations and help support our partners and clients to be change makers too.

In a year where we are celebrating 25 years in business and reflecting on our roots and heritage, it feels wholly appropriate to look forward with positivity to a more sustainable future.

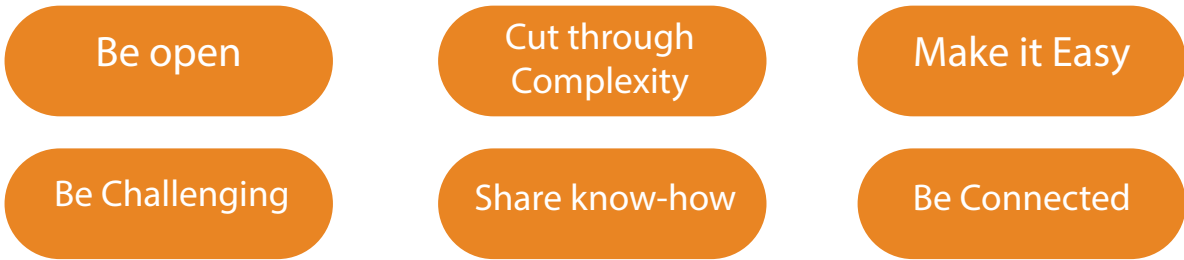
Paddy Morrissey



# Introduction to Abtran

Abtran is Ireland’s leading provider of Customer and Business Process Management services. We have over 1,600 employees working across Ireland, onsite with our clients at their location, remote working from home, as well as at one of our four operations sites in Ireland.



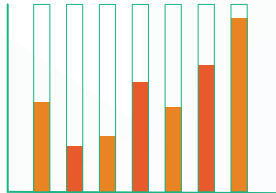

People are at the core of everything we do. We serve clients in the utilities, government, transport, and financial services sectors. We seek to deliver a complete, seamless customer experience, which we do through a focus on our values, which extend naturally to a deeper focus on sustainability



Our clients report rising interest in sustainability, whether through tenders for work, or interactions with customers and suppliers, but most notably our people have had a resounding voice on the importance of having an inclusive and evidence-based commitment to sustainable practices, making this strategy especially timely.

We are committed to making sure that sustainability considerations become an integral part of how we operate and make decisions going forward. We do not see it as a single objective that sits within our overall balanced scorecard but an ambition that pervades everything we do and decision we make on how we do it. We therefore see our sustainability objectives stand alongside our pre-existing business objectives, to reflect that they must underpin everything we do going forward.

## Balanced Scorecard

			
Our Clients	Our People	Financial	Grow the Business
Deliver to our clients on what we’re contracted to do and collaborate with them in the growth of their business, aligning and delivering on their strategic objectives, reflected in shared Account Plans	Structure and staff the business, empowering, recognising and enabling our teams around a customer first mindset and driving our business proposition and strategy	Derive higher EBITDA through maximising the value of our technology investment, less higher skilled employees per € revenue, less reliance on facilities, combined with new commercial models focused on client performance customers	Grow the business through new opportunities with existing clients / offering for emerging sectors and smaller private sector clients / expanding into the UK market / establishing sourcing as a core service offering a hybrid of insourced and outsourced solutions



# The Abtran Sustainability Strategy

The Sustainability Strategy is a bold and practical plan of action for Abtran. In delivering it, we hope to be recognised as a sustainability leader in the Business Process Management and Outsourcing (BPMO) sector.

The Strategy is structured into three themes, that reflect the three core components of sustainability: people, planet, and profit (what we describe as Happy Society, Healthy Planet and Thriving Economy).



Each of these themes have informed a number of strategic objectives which identify the positive change Abtran wants to contribute, to help reduce harm, benefit the business, and positively influence society.

Lastly, each objective is translated into practical targets for Abtran to deliver. Sharing these publicly helps Abtran to keep progress front of mind, consider impact over time, ensure transparency and accountability, and engage our stakeholders.

 **Happy Society**

-  Embed sustainability culture in Abtran
-  Investment in our people
-  Improve resilience in the communities

 **Healthy Planet**

-  Net Zero Emissions by 2030
-  Reduce Waste
-  Conserve Water

 **Thriving Economy**

-  Promote sustainable procurement
-  Offer sustainable finance choices
-  Transparent reporting

# Sustainable Development Goals (SDG's)

We understand that our sustainability actions need to be combined with those of other organisations if we are to effect meaningful change on a global scale.

As such, we have designed our strategy so that it aligns with and supports the objectives of the United Nations Sustainable Development Goals (SDGs). The SDGs are a set of 17 goals, established in 2015, representing an urgent call to action at an international level.

Since then, they have become the reference point for organisations who want to be part of the solution of the inter-related challenges of climate change, biodiversity loss and rising social inequality.



The SDGs are also at the heart of the language and practice of Environmental, Social and Governance (ESG), which is the main way in which the finance and investment sector interpret sustainability information.

In line with best practice, we have identified the SDGs that best align with our sector, and where we can make the most meaningful impact. These are referenced throughout the strategy. Some intersect across multiple themes.



**Abtran is a truly people-centric business.**

We sometimes summarise our services as “Our people connecting your people” and understand this is only possible because of the talent and commitment of our employees.

We believe a healthy culture is one where dialogue and transparency is encouraged, and employee engagement is treated as an ongoing conversation. For this reason, we supported all our employees to have their say directly on shaping the direction of the Sustainability Strategy.

**Engagement is especially important at times of upheaval.**

Since the pandemic, the world of work looks very different, and we expect hybrid models of working are here to stay. While this offers benefits in terms of flexibility for example, it can make inter-colleague connection and wellbeing a challenge for some.

Abtran has made this a priority for careful ongoing management to ensure we continue to support all our employees through this transition, whether working on-site or remotely, and we will retain this as a priority in the coming years as we continue to evolve into new ways of working.



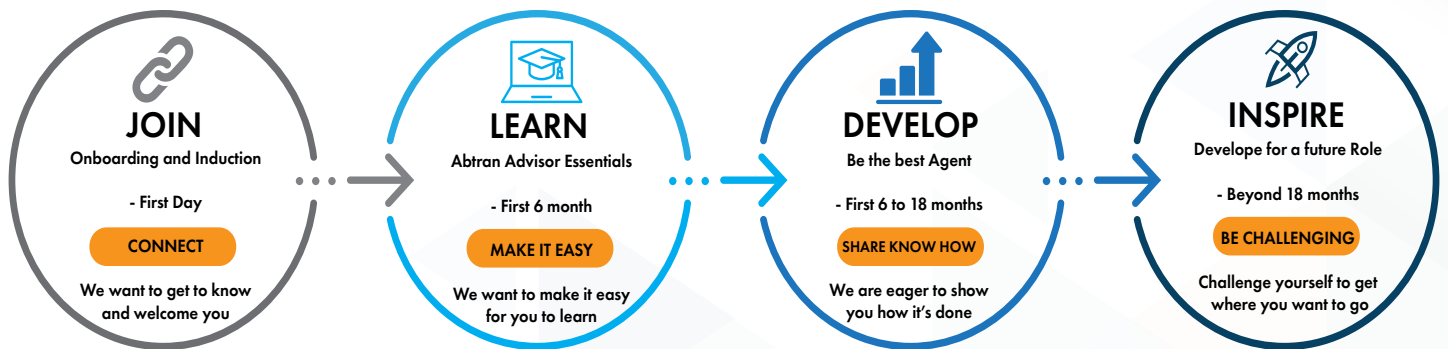
***Abtran has a strong heritage of diversity and inclusion and recognises the importance of continued focus and expansion of our commitments in this area. Therefore, we look forward to the roll-out of our new HR system - My Connect, that will provide a stronger basis for measurement and reporting of our Diversity and Inclusion data.***



## Case Study -The Abtran Academy

We are passionate about providing our people with a variety of learning and development opportunities as they progress throughout their career. We have developed the Abtran Academy to align their development and career progression to operational needs, ensuring that we have a robust pool of highly trained people who see Abtran as the place to develop their career.

The Abtran Academy is a development journey that starts from the moment someone is hired, taking them through an effective onboarding and induction, and subsequently providing them with the skills they need to feel confident handling customer interactions.



As they gain more experience, the Abtran Academy programme becomes more complex, building expertise in areas such as emotional intelligence and conflict resolution, before allowing the learner to choose a career path and specialise in the area most suited to their skills and development goals.

The Abtran Academy is designed to be flexible and can adapt to an individual's background and experience so some of our team move through this journey faster than outlined. Furthermore, we offer Abtran Academy programmes to team members at all roles in the organisation to ensure we are continuously developing people managers and future leaders.





## Ambitions



### Happy Society



Embed sustainability culture in Abtran



Investment in our people



Improve resilience in the communities

## How we achieve it

- Transparent & collective sustainability objectives with evidenced outcomes reported.
- Engage, educate & develop our People, promoting wellbeing & inclusion.
- Calendar of sustainability events & initiatives that consider the communities we operate within.

Our welfare is indivisible from that of our planet. As such, we all have a responsibility to be aware of our environmental impact and take active steps to improve it.

We feel a moral and economic imperative to act decisively and demonstrate our commitment to environmental health through targeted action that reduces the harm we do and maximises the value we can add to Abtran and beyond.



Much of our effort will revolve around making deep cuts to emissions, although we also understand the importance of supporting efforts to restore the natural world and conserve water, as these resources become increasingly precious.

We also understand that the sources of emissions will change as the world of work continues to change, meaning we need to invest in better understanding the emissions of working from home and our digital carbon footprint, and in the opportunity to educate employees and encouraging behaviour change. Waste management is an area that we will look at through this lens.

We are keen to focus on Abtran's own operational performance as a priority. We will then be more capable of helping to support the customers and partners we work with, up and down the value chain.



# Abtran Achievements to Date

In Abtran, we are doing more than making commitments and creating plans. We are delivering action to improve sustainability and some of our achievements to date include



Recycling rate up from 40% to 51% - All sites have clearly labelled segregation bins in strategic areas



2 years Excellent ISO 14001 Accreditation showing our commitment to a sustainable environment



Promoting sustainable travel with bike parking, cycle to work scheme and discounted public bus pass access



Waste Carbon footprint at our Sligo site is 1.79 tonnes of Co2 - the average global carbon footprint aim is to be under 2 tonnes per person of Co2 from all sources by 2050



Waste Carbon footprint at our Mahon site is 1.85 tonnes of Co2 - the average global carbon footprint needs to reduce from 4 tonnes globally to avoid a 2 degree rise in global temperatures



LED Lighting installed in our MFR site to reduce our annual carbon emission

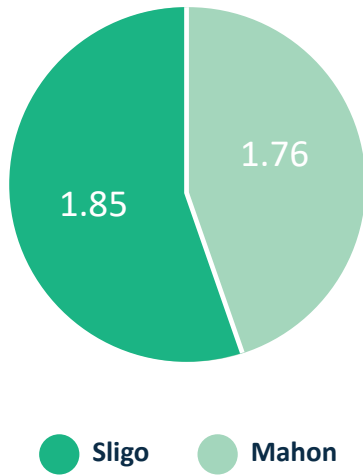


We recovered 19.1% of our waste recycled - 30.4% of our waste in our journey to zero landfills



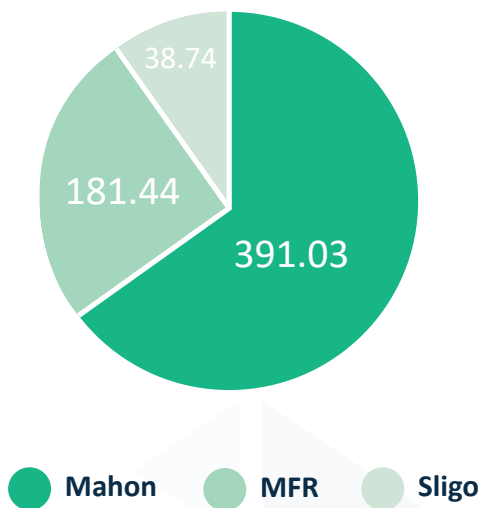
Reduced our energy consumption by 1.7%

**Scope 1:** Emission's are direct greenhouse (GHG) emissions that occur from sources that are controlled or owned by an organization e.g. fuel combustion in boilers, emergency generators, company vehicles etc.



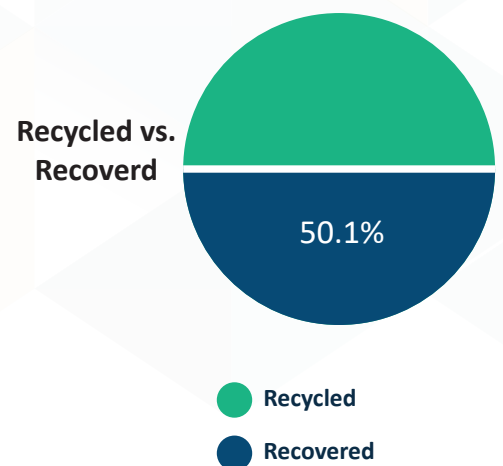
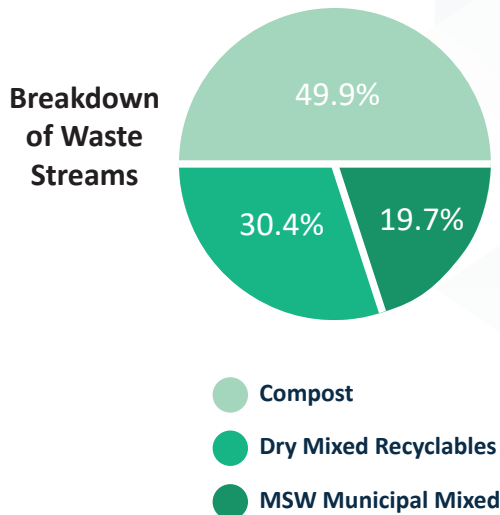
Scope 1
Lighting
Office Equipement
HVAC
Gas

**Scope 2:** Emissions are indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling. Although scope 2 emissions physically occur at the facility (in our case Electric Ireland) where they are generated, they are accounted for in an our GHG inventory under scope 2 because they are a result of our energy use.



Scope 2
Land fill
Compost
Recycling
Cardboards

**Scope 3:** Emissions are the result of activities from assets not owned or controlled by the us, but that the organization indirectly impacts in its value chain.





## Ambitions

### Healthy Planet



Net Zero Emissions  
by 2030



Reduce Waste



Conserve Water

## How we achieve it

- Increase energy efficiency and reduce our operations site emissions.
- Targeted waste and recycling.
- Educate, enable and encourage sustainable travel options.



The scale and urgency of climate change and rising inequality require collaboration at every level. The need for system-level change is one of the reasons we place such importance on the SDGs and working in partnership.

Our suppliers are key to our success, and we understand that by working closely with them to encourage continual improvement, will can have an impact beyond ourselves alone. We also have the ability to work with traditionally under-represented suppliers to help spread opportunity more broadly.



Many of the businesses we work with are already committed to be sustainable change-makers and so we want to learn from and work with them to improve our performance. Abtran operates in a highly digital world and so we are aware of the need to understand and better manage the environmental impact of our digital choices, which are not always immediately obvious. We look forward to working more closely with the likes of existing partner Microsoft to find technical solutions to reducing our digital carbon footprint.

We also understand the need to equip ourselves to be agile to respond to future legislation and climate risks to our business. This involves ensuring strong governance processes prioritise sustainability at all levels of decision-making in the business.



## Abtran Supplier Case Study - Bidvest Noonan

Bidvest Noonan provide Abtran's janitorial and consumables service across our main sites. They have a key focus on the environment and sustainability built into their Company Credo, which reflects how they invest in the most sustainable and cutting-edge technology and equipment.

### **Providing Sustainable Quality**

Bidvest Noonan uses environmentally friendly "Eco" products across its business. One of the key brands they currently use is the 'Sure' Product Range – all of which contains the EU Ecolabel. 'Sure' is Plant-based, 100% biodegradable and designed to deliver superior professional results. With environmentally friendly ingredients from renewable sources, Sure Products meet daily requirements for facilities along with minimising impact on the environment.

### **Environmentally Conscious Chemical Cleaning Solution:**

Tersano cleaning solution uses a patented Stabilized Aqueous Ozone (SAO™) to deliver a simpler, safer, more sustainable way to clean and sanitize hard surfaces.

Tersano's SAO system has earned the coveted Green Seal™ certification. Converting from traditional chemical cleaners and sanitizers to SAO will help save over 10 million litres (2,640,000 gallons) per month of toxic chemicals from being dumped into groundwater, streams, and rivers.



## Ambitions

### Thriving Economy



Promote sustainable procurement



Offer sustainable finance choices



Transparent reporting

## How we achieve it

- Supplier Code of Conduct & Support Local businesses.
- Educate & encourage our people on sustainable benefit options
- Conduct our Company Climate Risk Assessment & Action Plan.



# Governance : Creating a Culture of Sustainability



**Business Owner:**  
Rachel McKeon, Site Director

## Business Pillar Leads:



Noreen O'Sullivan,  
Head of HR



Tobi Bashiru,  
EHS Manager



Michael Patwell,  
Financial Controller



Happy Society



Healthy Planet



Thriving Economy

## Ownership & Execution of Actions:



Operations Lead  
(Peter O'Shea – Service Delivery Manager)



Site Services  
Shane Bowles – Site Lead



Risk & Compliance  
Tony Lane – Head of Risk & Compliance



Marketing  
Aoife Curtin  
Marketing Consultant



I.T Operations  
Colin McEvoy  
Director of I.T Operations



Procurement  
DJ Geaney  
Financial Planning Manager



Champions from across the business  
(more to be identified)  
Patrycja Ozdzyńska  
HR Administrator

Strategic objectives, actions and KPIs assigned to relevant business owners.  
Sustainability Working Group to continue with representation from across the business responsible for delivering / championing sustainability strategic objectives & actions in their respective teams / business areas.

# Employee Engagement & Communication

Relevant company-wide initiatives & events organised into our Sustainability Calendar.

Marketing & Communications team (in conjunction and with support from Business Development Support & People Ops) will continue to co-ordinate relevant comms and call to action via the monthly staff newsletter; as well as generation / maintenance of other internal & external marketing & communications collateral.



## Planning and Reporting

Sustainability strategic objectives and associated detailed action plan will be incorporated into overall Business Strategy & Balanced Scorecard. It spans underneath pre-existing pillars of Clients, People, Financial & Growth to reflect that it permeates across everything else we do and how we do it. Reporting on progress against strategic objectives and measured outcomes (as per detailed Action Plan) to be included as core agenda in Balance Scorecard Quarterly Reporting.

The detailed Action Plan will be reviewed and revised annually as part of planning & budgeting process. Continue with Sustainability Survey annually to enable continued engagement and input from all employees.

ISO14001: Reflect in our Environmental Plan commitments under ISO 14001 and leverage in support of maintaining our certification.

Corporate Reporting: Leverage as part of readiness for upcoming EU Corporate Sustainability Reporting Disclosure.

# Appendix







## Objectives, Actions & Business Owners

	Objective	Action	Owner	Target Date
1	Actively reflect sustainability in the Abtran Business Plan	<p>Introduce a commitment to sustainability across the entire Abtran business strategy</p> <p>-Include sustainability in balance scorecard KPIs</p> <p>Ensure sustainability is included in the business risk register with a Board level sponsor</p>	<p>CEO supported by Site Director</p> <p>Head of Risk &amp; Compliance</p>	2022/23
2	Drive education and engagement across all employees on the sustainability strategy and their role in delivery	<p>Deliver an employee engagement / information session to all employees within a 12-month period of sustainability strategy publication. Continue to deliver a rolling programme when significant challenges arise (e.g., legislative developments).</p> <p>Integrate the sustainability strategy – and detail on how employees can practically contribute – into recruitment, onboarding, and employee induction processes.</p> <p>Undertake an annual employee survey to gauge employee levels of awareness, engagement and empowerment on sustainability.</p>	<p>Site Director supported by Head of L&amp;D</p> <p>Site Director supported by Head of L&amp;D and Marketing</p> <p>Site Director supported by Head of L&amp;D, Head of HR and Marketing</p>	Sept 2023
3	Deliver a rolling sustainability communications programme	<p>Establish a sustainability calendar of events and monthly communications of same, raising awareness, promoting participation, taking feedback, and overall ensuring regular transparent reporting on progress against strategic commitments and KPI's.</p>	<p>Site Director supported by Head of L&amp;D, Head of HR, and Marketing</p>	2023

4	Deliver a rolling sustainability communications programme	Co-create an employee well-being policy and group that promotes best practice in support of physical and mental well-being, and engagement across hybrid and home-working scenarios	Head of HR	2022
5	Promote gender equality and equal pay	Produce a Gender Pay Gap Report and identify areas for action that include gender pay gaps and competitive pay in relations to gender (informed by the Gender Pay Gap Information Act 2021)  Corrective actions and findings to be socialised	Head of HR	Jan 2023
6	Be recognised as an Equal Opportunities employer	Introduce Diversity and Inclusion-centric policies throughout the business (D&I policy by Sept 2022). Working with IBEC to identify suitable targets.	Head of HR	2022
7	Formalise a community investment strategy	Introduce a community investment policy that formalises Abtran's community partnerships already in place and defines the conditions under which Abtran provides support  -Monitor community engagement metrics to capture community contribution data. To include money donated, volunteering data and number of beneficiaries impacted  Collate data on hours currently contributed to all events in the community and fundraising. Review and consider allowing one paid day off a year to volunteer in work time based on data collated.	Site Director with Head of HR, supported by Site Lead and Marketing	2022  2023



## Objectives, Actions & Business Owners

	Objective	Action	Owner	Target Date
1	Reduce operational carbon emissions	<ul style="list-style-type: none"> <li>- Complete a carbon zero roadmap by 2022/23, resulting in zero operational emissions (scope 1 and 2) by 2030. Achieve an interim target of 50% reduction by 2025. Report on progress annually.</li> <li>- Complete a separate carbon zero roadmap across our value chain by 2022/23, resulting in zero operational emissions by 2040. Achieve an interim target of 50% reduction by 2030. Report on progress annually.</li> <li>- Review options and viability for 100% verified green electricity</li> </ul>	Environment Health & Safety Manager with Support from Site Director and Site Lead	2022/23 (create roadmaps)  Operational Emissions:  50% reduction of emissions by 2025  Zero emissions by 2030  Value Chain Emissions: 50% reduction by 2030 Zero Emissions by 2040
2	Increase energy efficiency and support behaviour change at sites (supports action 1)	<ul style="list-style-type: none"> <li>- Review installation of LED lighting at all sites as part of site services repair and maintenance. Install data loggers in sites to measure where savings can be made and define actions as a result</li> <li>- Educate employees on the benefits (at work and home) of switching off and turning down, plus monitor energy usage and cost</li> <li>- Explore solar panel options with office property owners to reduce carbon footprint</li> </ul>	Environment Health & Safety Manager with Site Director and Site Lead	2023
3	Measure, report and reduce scope 3 emissions	<ul style="list-style-type: none"> <li>- Measure scope 3 emissions across business travel, employee travel to work and offsite employee energy use, and set targets to reduce this year on year.</li> </ul>	Environment Health & Safety Manager with Site Director and Site Lead	2022 for scope 3 emissions plan readiness



		<p>Change by Degrees providing calculation tool to build out our starting actions and targets.</p> <ul style="list-style-type: none"> <li>- Engage and enthuse employees working from home / undertaking hybrid working to measure scope 3 data relating to their energy use, travel to work and waste management</li> <li>- Review our business travel emissions to see if a plan can be built from a 2023 baseline on measuring reductions and setting annual targets</li> <li>- Develop a Business Travel Policy to incentivise video conferencing and minimise travel</li> <li>- Review our working from home emissions to see if a plan can be built from a 2023 baseline on measuring reductions and setting annual targets (possibly through a combination of education and tech management)</li> </ul>		2023
			Head of HR / Financial Controller	2023
			Environment Health & Safety Manager with Site Director and Site Lead	2023
4	Encourage sustainable travel (supporting action 3)	Encourage active travel, public transport, car sharing and electric car transport. Review and consider suitable incentives and infrastructure (e.g., electrical charging points) to achieve this	Environment Health & Safety Manager with Site Director and Site Lead	2022/23
5	Introduce a waste and recycling programme	<p>Undertake a waste audit across all sites to understand quantities of types of waste, segregated bin provision and signage</p> <ul style="list-style-type: none"> <li>- Set targets for waste reduction and recycling and provide necessary infrastructure and awareness-raising</li> </ul>	Environment Health & Safety Manager with Site Director and Site Lead	2022/23
6	Reduce water consumption	Engage with Irish Water to identify any above expected usage. Supplement findings with an audit to check flow in taps and toilets	Environment Health & Safety Manager with Site Director and Site Lead	2022/23

		<ul style="list-style-type: none"> <li>- Post-audit, consider appropriate actions e.g., installing meters where there are suspected leaks or in areas indicating high and unusual usage patterns</li> </ul>	Environment Health & Safety Manager with Site Director and Site Lead	2022/23
7	Encourage biodiversity	<p>Work with our Site Landlords to establish a biodiversity partnership with an organisation like Wildwork to either create or sponsor diverse green spaces, including wildflower meadows, to provide food sources for bees and insects, and spaces for employees to enjoy in the surroundings of offices and sites.</p> <ul style="list-style-type: none"> <li>- Review and register as a business supporter of the All-Ireland Pollinator Plan and consider undertaking at least one pollinator-friendly action per year within the first year of signing up, and potentially two additional actions within the following five years</li> </ul>	Environment Health & Safety Manager with Site Director and Site Lead	2/23



## Objectives, Actions & Business Owners

	Objective	Action	Owner	Target Date
1	Build stronger partnerships with suppliers	<ul style="list-style-type: none"> <li>- Introduce a sustainability-focussed supplier code of conduct that enables continuous improvement and reflects Abtran’s sustainability expectations relating to ethics, decent working conditions and plans to measure and reduce environmental impact</li> <li>- Distribute the code to all existing suppliers. Support through awareness-raising sessions and introduce an ongoing mechanism to monitor and act on findings</li> <li>- Prioritise working with local businesses and those owned by traditionally under-represented demographics when considering supplier partnerships. Track the proportion of annual spend undertaken with such partners annually</li> </ul>	Financial Controller / Procurement and Site Director	2022/23
2	Promote sustainable investment	<ul style="list-style-type: none"> <li>- Review and consider providing and promoting a sustainable pension option for Abtran through its pension provider and track employee uptake</li> </ul>	Head of HR	2023
3	Help employees invest in more sustainable choices	<p>Provide information and awareness sessions for employees about how to switch to green electricity suppliers and tariffs in their homes. Remind employees of existing sustainability initiatives such as the cycle to work scheme. Track uptake annually</p>	Environment Health & Safety Manager with Site Director and Site Lead	2023

4	Effectively evaluate the climate-related risks and opportunities to our business	Conduct an Abtran climate risk assessment / disclosure which is aligned with the Task Force on Climate-related Financial Disclosures (TCFD) Framework – linking in with Change by Degrees for support if / when required	Head of Risk & Compliance, Site Director, and Site Lead	2023/24  Prepare for reporting Readiness 2023 with a view to publishing our 1st report early 2024
5	Define Abtran’s digital carbon footprint and identify opportunities to reduce this	<ul style="list-style-type: none"> <li>- Research existing internal policies and data and industry best practice to define Abtran’s digital footprint and reduce it</li> <li>- Identify appropriate tools (such as those developed by Microsoft) to measure and monitor existing digital storage practice and identify areas for improvement e.g., moving to the cloud, data retention policies and data centre impacts. Report on action taken and impact annually</li> </ul>	Director of I.T Operations with support from Site Director and Site Lead	2023