

Environmental, Social and Governance Policy

Warren Partners Environmental, Social and Governance (ESG) policy aims to ensure that our business activities have a positive impact on the environment; the communities we serve; and the wellbeing of our people. We spend time and invest resources putting our commitment into practice and operate to the highest ethical standards at all times.

At the core of our ESG policy sits our **purpose**:

We **build diverse boards and leadership teams** to deliver positive and sustainable change. We do this with heart, because **people matter to us**.

And our **values**:

Generous We care deeply about what we do. We strive to be generous of spirit and to share knowledge and insight openly, to exceed the expectations of our candidates, clients and colleagues. Kindness matters and we measure our success through the difference we make to others.

Inclusive At our core is the belief in treating others as we want to be treated. That means everyone is welcome; we respect diverse knowledge, skills and experience; we act with empathy; we actively listen and we are our authentic selves. We recognise that our strength lies in our differences, not in our similarities, and embrace, nurture and celebrate what makes each of us unique.

Courageous We have the courage of our convictions and audacity to do things differently. We are curious, open minded and encourage creative thinking. We seek new ideas and approaches to raise the bar and continuously learn. Straight talking, we believe in the value of open and honest conversations, take responsibility and are prepared to be accountable.

Ethical Honesty, transparency, fairness and integrity shape our unique culture. Doing the right thing, even when it feels like the most difficult thing, matters to us. We act responsibly, in the interests of our communities and environment, and believe in being a force for positive and sustainable change.

Fun Together we work hard and we have fun, enjoying the journey and ensuring that everyone we engage with has a positive experience too. We're humble but believe in celebrating success. What unites us is our shared purpose and values alongside our warm and straightforward approach.

Our **values** and **purpose** underpin how we operate and are incorporated into our business decision making, enabling us to address key ESG matters relevant to our business and sector.

Warren Partners is an Employee Owned Business, our Operating Board works hand in hand with our Employee Ownership Trust Board to oversee the implementation of this policy. Within this document we set out our commitment to integrating the ESG framework into all our business practices.

Points to note:

1. This policy is a live document and is subject to changes as part of our commitment to continual improvement.
2. The evolution of our ESG strategy is a key element of our strategic plan. ESG performance, progress and KPIs are reviewed quarterly by the Operating Board. This ensures that we conduct business in a way which is consistent with our values whilst maintaining sound financial performance.
3. The Operating Board is responsible for the implementation of the ESG policy and ensuring all requirements of the policy and associated statutory obligations are met.

4. Warren Partners is committed to ensuring that the requirements of the ESG policy are understood and implemented and that adequate financial resources are made available such that the aims of the policy can be achieved.
5. All our people are involved in the delivery of our ESG aims and are responsible for working towards the objectives contained within this policy.

Environmental

Warren Partners recognises that day-to-day operations have the potential to impact the environment both directly and indirectly. We aim to protect and improve the environment, whether in our use of premises, the communities we touch or the wider system in which we operate. We are actively integrating environmental considerations into our business decisions and consider sustainable alternatives wherever possible throughout.

We aspire to net zero carbon emissions and endeavour to partner with providers committed to this aim.

We aim to:

1. Use electronic documentation, minimise waste and recycle wherever possible whilst promoting environmentally responsible purchasing.
2. Involve clients, candidates and suppliers in the implementation of our objectives.
3. Use technology to reduce the need for unnecessary travel.
4. Monitor suppliers to ensure compatibility with the aims set out in this policy.
5. Comply fully with all relevant legal requirements, codes of practice and regulations and aspire always to improve.
6. Provide suitable training, with measurable outcomes, to ensure employee awareness of the environmental impact of our activities.
7. Communicate each step and success to the wider team as appropriate.

Social

Diversity and inclusion

1. As a company whose core purpose is to build diverse Boards and Leadership teams, we have a natural commitment to treating all people fairly and equally, maintaining our own team's wellness and monitoring diversity and inclusion.
2. We seek to maintain gender balance within our teams at every level as well as aspiring to achieve ethnic diversity in all areas of the business.
3. We are an equal opportunities employer. We do not discriminate against any candidate or employee because of religion, ethnicity, sexual orientation, gender, physical or mental disability, or age and actively promote the same approach across our clients.
4. As Executive and Non-Executive recruiters, we have built diversity and inclusion into all our processes. This includes our approach to the production of briefing documents, interviewing, and the presentation of longlists and shortlists. We proactively engage with diverse talent and strive to deliver at least 50% female and 14% ethnically diverse appointments.
5. We partner with and support the work of key external bodies engaged in the promotion of increased gender and ethnic diversity across UK boards and leadership teams. This includes the CBI's 'Change the Race Ratio' campaign; Parker Review Steering Committee; FTSE Women Leaders Review Committee; Department for Business, Energy and Industrial Strategy; Women in Finance Charter; and Women in Rail.
6. We take an active role in shaping broader diversity guidelines for our industry.

Our people

1. Warren Partners is committed to the welfare and development of our people.
2. We have a flat company structure and promote open and transparent communication across all areas of the business.

3. Employee happiness at work is a KPI which we review quarterly, in addition to an annual engagement survey and individual 360 values feedback. Our scores are consistently strong but we are never complacent.
4. Our social committee supports wider engagement through the hosting of regular events, harnessing the use of technology to keep us connected and minimise our environmental footprint.
5. Through individual one to ones and mentoring we seek to ensure that all our people achieve their goals and maximise their career potential whilst supporting their overall wellbeing.
6. We invest in employee development and training and closely monitor spend in this area.
7. We actively raise mental health awareness across the business and invest to ensure we have trained representatives in each of our teams.

Giving back

1. We support charitable causes every year through a combination of donations and gifting colleague time and expertise to not for profit enterprises.
2. In addition to the above, all our people may take a paid 'day a year to volunteer' for a cause of their choice.

Health and safety

1. Warren Partners leadership team oversee health and safety, ensuring a safe working environment for our teams in all our locations.
2. We use third party suppliers to maintain and measure our adherence to the latest legislation.

Governance

Our core values (courageous; inclusive; generous; ethical; fun) sit at the heart of how we operate across all activities, inclusive of our leadership, our people, our clients, candidates and the communities we touch. Although a small company, we adopt relevant elements of the UK corporate governance code to ensure a best practice approach.

1. Warren Partners are an Employee Owned Trust. Our Trust Board comprises of an independent Chair; three elected employee representative Trustee Directors; and two members of the operating Board. The Trust represents the interest of all employees and acts as custodian of our purpose and values.
2. Our Operating Board comprises of an Executive Chair; Non-Executive Director; and Managing Partner and is attended by our Head of Finance. The Operating Board is responsible for leading on values; strategy; financial stewardship; risk mitigation; succession and the overall smooth running of the company.
3. We operate to a strict code of the highest ethical standards across all activities.
4. Our people policies include, but are not limited to, guidance on anti-bribery and corruption, modern slavery, data protection, and whistleblowing.

Supply chain and modern slavery

1. Through our Supplier vetting, we make clear the requirement to maintain effective systems and controls to ensure modern slavery issues are not connected to suppliers and services provided to Warren Partners.