GBG

ESG Impact
Report 2026

Trust beyond transactions



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Welcome to GBG's Impact Report

This Impact Report sets out how GBG approaches environmental, social and governance (ESG) matters across our global operations for the reporting period 1 April 2025 to 31 March 2026. It reflects our commitment to transparency, accountability and responsible long-term value creation.

Responsible business has long been part of how GBG operates. As the business has grown, we have continued to strengthen our approach, embedding ESG into our strategy and day-to-day decision-making. Oversight sits at Board level, supported by Executive Leadership and teams across the business, helping ensure that sustainability, ethics, people, data responsibility and social value are considered alongside commercial performance.

This report has been prepared as a focused view of GBG's ESG performance and should be read alongside our FY26 Annual Report and Accounts. In preparing this report, we have considered recognised frameworks and standards, including SASB, SECR, TCFD, the Greenhouse Gas Protocol and the UN SDGs. These frameworks support consistent, decision-useful and comparable reporting, while reflecting the ESG topics most relevant to GBG and our stakeholders.

Unless otherwise stated, the information in this report relates to GBG's global operations during FY26. Where estimates, methodology changes or restatements have been applied, these are explained in the relevant sections of the report.

Further reading



Read our wider investor material:
gbgplc.com/investors

Read our Annual Report:
gbgplc.com/reports

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A letter from our CEO

‘Trust beyond transactions’ reflects how we see our role in the digital economy. Enabling safe and rewarding digital lives is only the starting point. Lasting value is created when those interactions are supported by transparency and responsibility, not just in what we deliver, but in how we operate as a business.

In a world of rapid innovation, accelerating digital adoption and increasingly sophisticated online threats, trust matters more than ever. Fraudsters are evolving quickly, often using the same technologies designed to make digital experiences faster and smarter. Artificial intelligence is transforming the digital economy at pace, creating enormous opportunity, but also a new and complex operating landscape. Against this backdrop, trust is no longer optional, it is essential.

At GBG, we operate in the background of millions of everyday digital interactions, helping businesses understand who their customers are, where they are and whether interactions are genuine. In doing so, we play a vital role in keeping the digital economy safe, accessible and rewarding. But for us, trust goes beyond identity verification, fraud prevention and location intelligence.

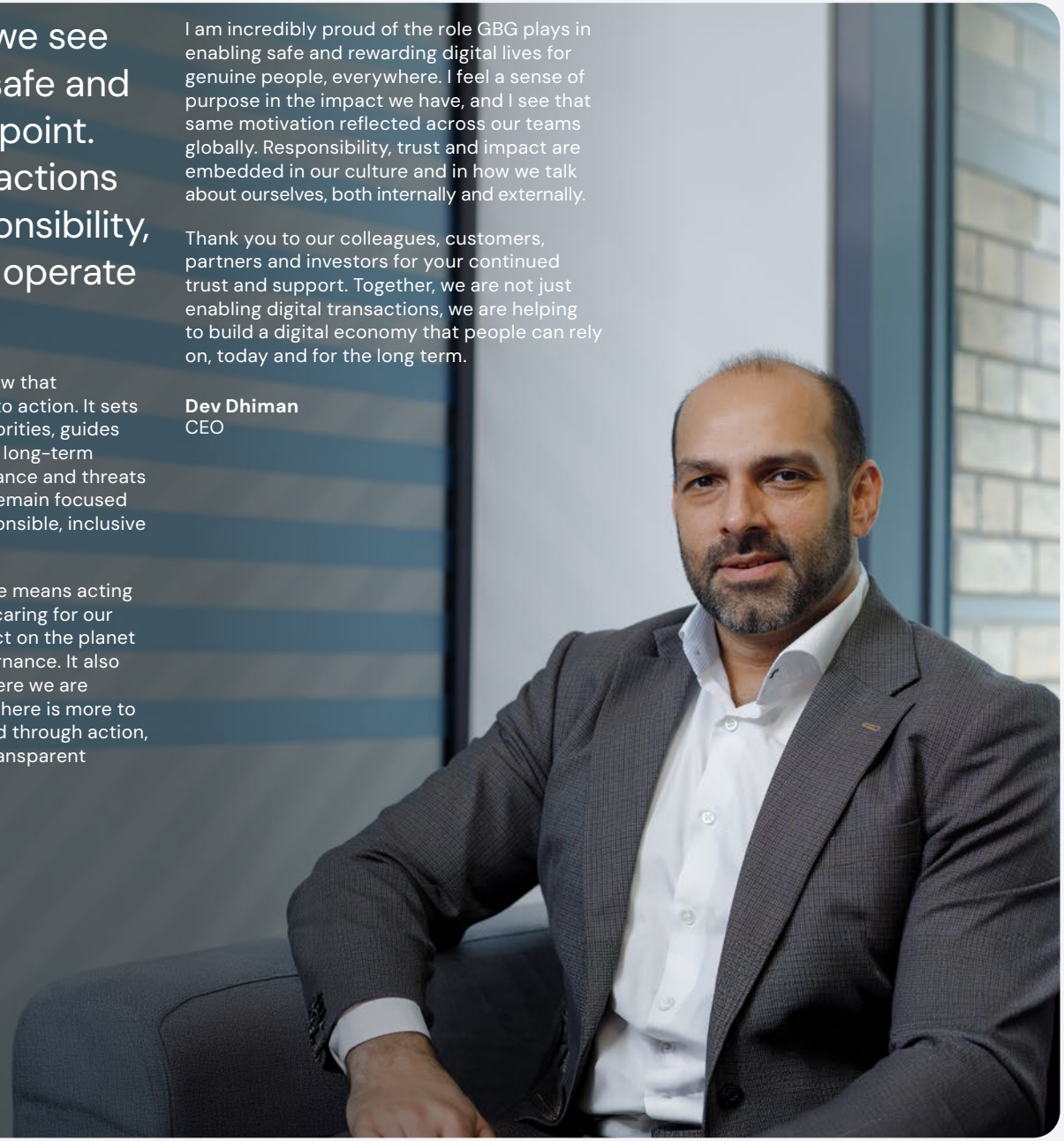
This Impact Report shows how that commitment is translated into action. It sets out how trust shapes our priorities, guides our operations and supports long-term growth. As technologies advance and threats become more complex, we remain focused on ensuring progress is responsible, inclusive and future-focused.

Being a business of the future means acting responsibly today. It means caring for our people, minimising our impact on the planet and maintaining strong governance. It also means being open about where we are making progress and where there is more to do. We believe trust is earned through action, meaningful outcomes and transparent reporting, not words alone.

I am incredibly proud of the role GBG plays in enabling safe and rewarding digital lives for genuine people, everywhere. I feel a sense of purpose in the impact we have, and I see that same motivation reflected across our teams globally. Responsibility, trust and impact are embedded in our culture and in how we talk about ourselves, both internally and externally.

Thank you to our colleagues, customers, partners and investors for your continued trust and support. Together, we are not just enabling digital transactions, we are helping to build a digital economy that people can rely on, today and for the long term.

Dev Dhiman
CEO



Our role in the digital trust ecosystem

Trust beyond transactions

30+

years' experience

>20,000

customers

One clear purpose: **Enabling safe and rewarding digital lives for genuine people, everywhere.**

In a digital world where trust is critical, we help organisations know who they're doing business with, so they can connect safely with genuine people. We work behind the scenes at some of the most important moments in people's lives, from opening a bank account to accessing essential services, making those interactions faster, safer and more inclusive.

For more than 30 years, we have brought together global data, technology and expertise to support these moments at scale. Today, we partner with organisations across financial services, telecoms, retail, gaming and the public sector, helping them navigate evolving fraud, risk and compliance challenges while delivering better experiences for their customers.

Operating globally across the Americas, EMEA and APAC, we combine deep local insight with advanced technology to verify identity, understand location and protect digital journeys. Our solutions are embedded into customer processes, enabling secure onboarding and real-time decision-making.

Our approach is grounded in responsible business practices. We embed strong governance, data ethics and responsible AI into how we innovate and operate, ensuring our technology is used securely and transparently.

As the digital landscape evolves, including the rapid rise of AI-driven threats, we continue to innovate at scale to stay ahead of risk while enabling sustained growth. Our focus is clear: to help our customers build trust into every interaction, support genuine people to access opportunities, and contribute to building a digital economy that is secure, inclusive and built to last.

> **"GBG operates at the heart of the global digital economy, providing the identity and location intelligence that helps organisations connect safely with genuine people, wherever they are in the world."**

Gus Tomlinson
Chief Product & Technology Officer

Our ESG pillars

Environment: Trust through responsible action

We recognise the environmental impact of the technology and infrastructure that powers digital services. Through responsible operations, improved measurement and long-term climate commitments, we are working to reduce our environmental footprint while supporting sustainable growth.


Read more on pages 10 to 17

Social: Trust in our people and communities

Our work is rooted in creating a supportive and inclusive environment for our people. We invest in our colleagues and communities to foster a strong sense of belonging and support individuals to thrive. We aim to build a culture where people feel valued and equipped to contribute, both within our organisation and beyond.


Read more on pages 18 to 23

Governance: Trust with integrity and transparency

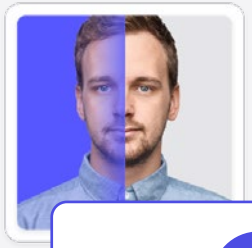
Trust depends on strong foundations. Clear governance, well-defined policies and robust privacy and security practices ensure we operate with integrity, protect sensitive data, and manage risk effectively.


Read more on pages 24 to 29

About us

Enabling safe and rewarding digital lives

Every day, everywhere, people rely on GBG's identity and location capabilities in moments that matter. From confirming who someone is to pinpointing where they are, our technology works quietly in the background, supporting everything from everyday transactions to more complex decisions, helping keep things moving safely, smoothly and securely.



Technology

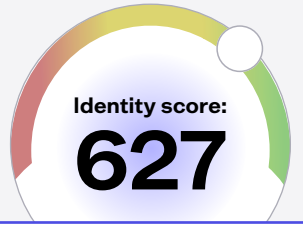
Booking a journey on a ride-hailing app

Our data verification checks deliver peace of mind for passengers and drivers safety alike

Not for profits

Maximising life-saving donation with reliable data

We improve donor data accuracy for faster matching to reach donors sooner and save lives



Financial services

Opening a new bank account

The verification we undertake for customers are there to protect consumers against industrialised fraud





Gaming

Placing a bet on a major live sporting event

We ensure appropriate checks are in place to gamble safely and responsibly



Education

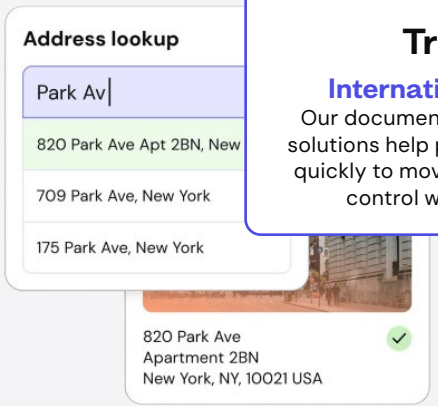
University enrolment

Sustaining the integrity of institutions by ensuring secure enrolment of students to ensure their eligibility

Ecommerce

Shopping online

We help deliver a checkout experience in seconds with accurate information to know exactly where to deliver



Travel

International travel

Our document and biometrics solutions help prove who you are quickly to move through border control without delay

Our impact

FY26 impact snapshot

FTSE 250
listed (LSE: GBG)

LSEG

>20,000
customers across the globe, covering a wide range of sectors from financial services to retail and gaming

External ESG ratings and disclosures

MSCI ESG Rating: AA	**EcoVadis:** 54
Sustainalytics Risk Rating: Low	**CDP:** B- climate



835 million
unique premise-level geocoordinates form the backbone of our global location dataset (8% increase from FY25)

Santander betway IBM

390 million
identity checks completed across core identity products, supporting critical moments and decisions where trust, safety and compliance matter most



95%
customer satisfaction score, reflecting consistently high levels of trust and positive experiences

100%
deepfake injection attack detection through scaled innovation and responsible AI use, to stay ahead of bad actors

Better data, better decisions

We are building Foresight, a unified data and analytics tool designed to give us and our customers a clearer, more consistent view of how our data and products perform across sectors, markets and journeys.

Foresight brings together journey outcomes, configuration data and performance signals across our products. This allows us to move beyond high-level metrics and understand patterns, trends and emerging issues at greater depth.

By embedding these insights into how we design, deploy and continuously improve our products, we are turning our commitment to inclusion into measurable action, ensuring our platforms work for more people, in more places, as we scale.

FORESIGHT

Our impact continued

Values that build trust

In FY25, we set out a renewed purpose, paired with a refreshed set of values designed to guide how we work, and the impact we want to have

Our values set the expectations for how we deliver on our purpose. **'Build trust'** sits at the heart of our daily work. It defines the precision, security and reliability our customers depend on and underpins our role in sectors such as financial services, healthcare, ecommerce and public services. **'Act responsibly'** is demonstrated throughout this report. It reflects how we operate as a responsible business with integrity, accountability and an understanding of the wider societal and environmental impact of our business.



This year the value where we have seen the most progress is **'Be inclusive'.** In FY25 we outlined the global challenges that create barriers for people around the world, in terms of identity and location data. We established the baseline for what needed to change and set the intention to improve global inclusivity in our data and product strategy. In FY26 we are building on that foundation and moving from intention to action.

Being inclusive means making sure that identity and address data work for everyone and that our solutions reflect how people actually live, move and describe themselves and their world. When these systems fall short, genuine people are excluded from banking, healthcare, social support and digital participation. When they work well, they unlock safe access and opportunity.

"Inclusion is not only a product requirement but a social impact priority, and central to our purpose. By embedding inclusion into how we build, we create technology that works better for everyone."

Dev Dhiman
CEO

Our values

Everything we do, every decision and every action, is underpinned by our three core values. They shape the way we build our business, interact with our community, and develop responsible technology.

Build trust
Building trust to protect against digital crime, strengthen business resilience and drive responsible innovation

Be inclusive
Breaking down barriers to identity inclusion by building products that have global reach and local representation

Act responsibly
Operating responsibly to build a future-proof business that's good for people and the planet

Our impact continued

Inclusive data, inclusive access

Inclusive data is the foundation of inclusive digital participation

Identity and address datasets shape whether people can access essential services and everyday digital experiences. When those datasets are incomplete, outdated or misaligned with how people actually live, people are excluded.

Across the world, these systems vary dramatically, some countries have mature, data-rich identity ecosystems, while others rely on fragmented, incomplete or fast-changing records. In many regions, addressing systems do not reflect how people navigate or describe where they live. Languages, scripts, dialects, informal settlements and rapid urban growth all contribute to this complexity.

These differences are not only technical issues, they are real barriers that can stop people from accessing banking, healthcare, ecommerce, public services and vital opportunities. In some cases, identity and address challenges overlap, creating compounded forms of exclusion. For example, where identity data is limited and addresses are informal, even genuine people with legitimate needs can be incorrectly rejected.

Understanding these challenges is essential for us. They guide where we invest, how we prioritise improvements and how we design products that reflect the world as it truly is, not just the parts that are easiest to map. They also reinforce why our value of **'Be inclusive'** matters: inclusion will not happen by accident, it requires intention, action and a deep understanding of the barriers that prevent people from being safely and fairly verified.

Across our customer base, we see just how important this inclusion is, which is why inclusive data has been a major area of development over the last year. We have worked to strengthen global reach, deepen representation, and build products that reflect lived reality rather than standardised assumptions.



Turning purpose into progress during FY26

57 million
new addresses added to our products, expanding global reach and improving the discoverability of genuine identities

>450,000
potential KYC fails identified for uplift using **GBG Trust scoring**, ensuring people are not unfairly excluded due to rigid or outdated data sources

50
digital ID schemes supported by GBG Go, ensuring we can remain ready to include people as digital identity evolves globally

>130
languages, dialects and address formats supported, enabling people to search, enter and verify addresses in a way that reflects how they actually speak and write

<0.00001%
false match rate in our biometric scanning products, demonstrating an almost undetectable level of bias, reducing discrimination and ensuring that anyone, anywhere can be verified accurately and safely

Innovating for the future

We commit to delivering progress against our purpose and values by:

- **Increasing global coverage and representation in key strategic markets:** Diversifying our dataset ensures that more people in more countries can be located, verified and included
- **Investing in emerging and alternative datasets:** Real-world consumer data, hyperlocal insights and POI-based addressing help fill gaps where traditional data sources fall short
- **Reflecting real-world language and behaviour:** Multiple spellings, scripts, dialects and landmark patterns are integrated into our systems to recognise how people truly describe where they live
- **Adapting verification journeys country by country:** Flexibility supports fairer verification across diverse identity ecosystems
- **Innovating to stay ahead of a changing digital identity landscape:** Evolving our products to reflect how people prove who they are and where they live, from the rise of AI to the growth of digital IDs, we are staying ahead of emerging trends

Aligning with global goals

Impact aligned to global goals

Each of our core values shapes how we contribute to positive social and economic outcomes. Together, they guide the role we play in supporting the United Nations Sustainable Development Goals (SDGs)

We recognise that no single organisation can solve the global challenges set out by the United Nations alone. Progress towards the SDGs requires collaboration across governments, civil society, international development organisations and the private sector. As a global digital identity and location intelligence business, we understand our responsibility to contribute where our expertise, products and scale can make a meaningful difference.

We have identified three primary goals that are most closely aligned with our business model and where we believe we can have the greatest impact. Our secondary goals remain an important part of our broader impact strategy and continue to inform our reporting and decision-making.

Primary SDGs

SDG 8: Decent work and economic growth

Trusted digital systems are essential to safe economic participation. By reducing fraud and strengthening confidence in digital transactions, we help enable more resilient and inclusive economic activity. We also invest in our people through learning, development and fair employment practices, supporting productive and meaningful work

SDG 10: Reduced inequalities

Barriers to recognised identity, address data and trusted verification can reinforce social and economic exclusion. By helping reduce these barriers, we support fairer access to digital services and opportunities, while promoting equity and inclusion across our own global workforce

SDG 16: Peace, justice and strong institutions

Building trust in the digital world is central to GBG's purpose. Our solutions strengthen the resilience of digital systems, supporting institutions and organisations to combat fraud, financial crime and misuse of identity

A particularly relevant focus within this goal is **SDG target 16.9: providing legal identity for all**. While the target originally centred on birth registration, access to secure and trusted identification is now widely recognised as a prerequisite for participation in modern societies. Legal and digital identity underpin access to essential services, financial inclusion, and economic opportunity, particularly for vulnerable and marginalised groups.

How we enable progress

- Supporting secure, trusted and inclusive identity systems that help individuals access services while strengthening institutional trust
- Embedding privacy, data protection and ethical design into our technologies, recognising that poorly designed identity systems can create exclusion or harm
- Helping organisations implement identity solutions responsibly, balancing inclusion, security and human rights considerations

Secondary SDGs

SDG 5: Gender equality

Fostering a diverse and inclusive workforce

SDG 9: Industry, innovation and infrastructure

Advancing responsible innovation and inclusive digital infrastructure

SDG 13: Climate action

Operating responsibly to reduce our environmental impact

Materiality

Our material themes

GBG's ESG and impact approach is underpinned by a materiality assessment, which helps us identify the ESG topics that are most relevant to our long-term value creation and stakeholder expectations. This approach focuses on those matters that could reasonably influence decision-making, strategy and risk management at GBG.

Our methodology considers stakeholder perspectives alongside business risks and opportunities, including regulatory developments, market expectations. This ensures our focus areas are evidence based, aligned with best practice and proportionate to our size, sector and operating footprint.

Material topics are reviewed regularly to ensure they remain aligned with our strategy and responsive to emerging risks, evolving regulation and stakeholder priorities. The outcomes inform our focus areas and reporting priorities, providing a consistent framework for integrating ESG considerations into business decisions.

Four material topics have been identified as the core building blocks of our ESG approach:

1. Data ethics, privacy and IT security: As a provider of identity, location and fraud solutions, trust is fundamental to our business. Strong data governance, privacy protections and secure systems underpin customer confidence, regulatory compliance and the responsible use of technology.

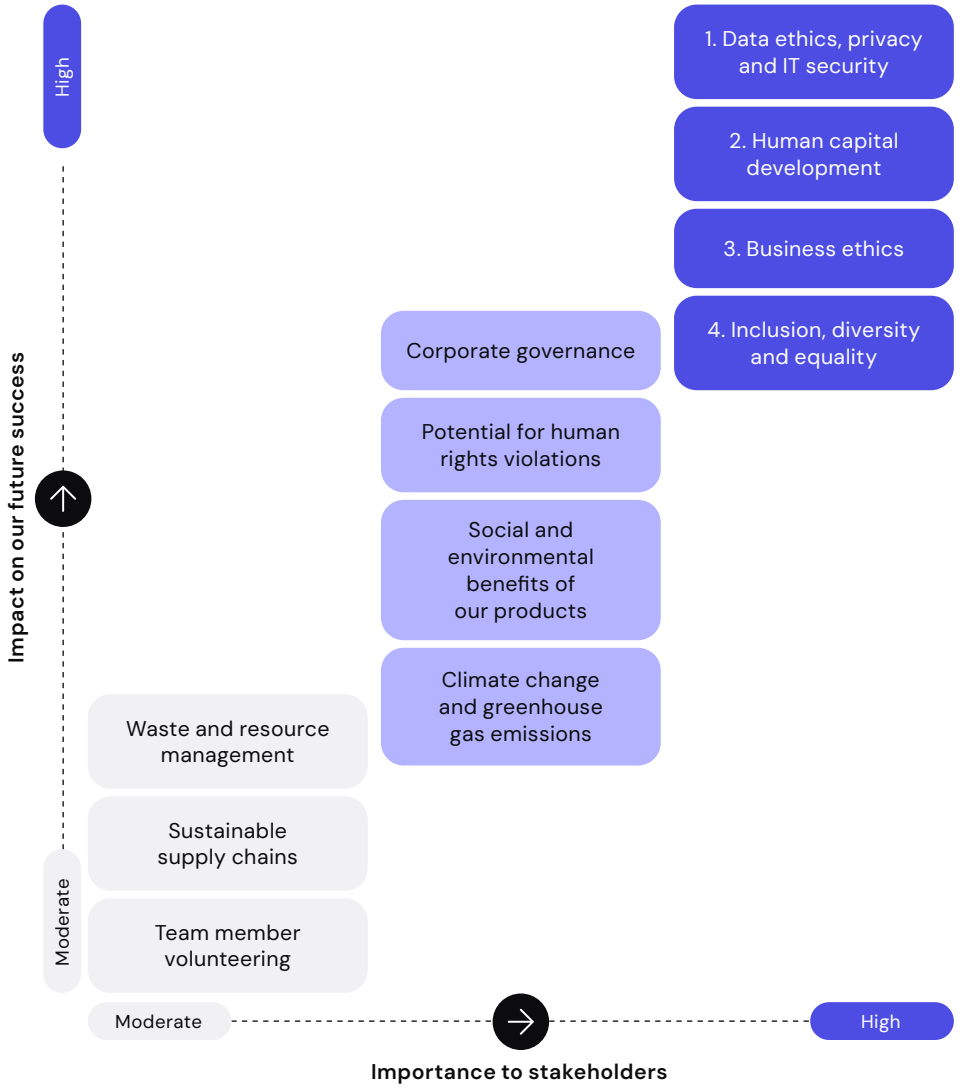
2. Human capital development: Our people are central to our long-term success. We focus on attracting, developing and retaining talent by investing in learning, capability building and engagement, supporting a skilled and motivated global workforce.

3. Business ethics: We operate with high standards of integrity, transparency and accountability. Robust ethical governance, compliance and anti-corruption practices support sustainable growth and protect our reputation.

4. Inclusion, diversity and equality: Inclusive and diverse teams drive better decisions and stronger outcomes. We are committed to creating a workplace where everyone feels valued, supported and able to contribute fully.

Further detail on these material topics, including governance arrangements and how related risks and opportunities are managed, is available throughout this report.

Our material themes matrix



Trust in action

Our customer stories

The impact of trust extends far beyond transactions. From saving lives through more accurate donor records to helping prevent identity fraud, these examples show how GBG supports organisations to deliver safer, more effective outcomes.



The challenge

With more than 915,000 potential donors on its register, Anthony Nolan needed accurate contact data to reach life-saving stem cell donors quickly when every moment matters.

The solution

GBG improved donor data quality through database cleansing and advanced tracing, using over 1.5 billion interlinked records to reconnect with hard-to-reach donors.

The outcome

Smarter donor matching and improved contact accuracy helped Anthony Nolan reach more potential donors, supporting its mission to save lives. The work also delivered environmental and operational benefits, avoiding 6.8 tonnes of CO_2 emissions and generating £36,295 in postage savings through reduced waste and more effective communications.

Click or scan to read more online at:
www.gbg.com/en/our-customers/anthony-nolan/



The challenge

Identity crime in Australia is accelerating. In the past year alone, more than 250,000 Australians were impacted.

The solution

Using GBG's identity verification network and real-time decisioning capabilities, Truyu built a consumer-facing identity monitoring service that puts these insights directly into the hands of Australians.

The outcome

Since launch in May 2024, the combined model has demonstrated how real-time identity visibility can operate at national scale:

- More than 90,000 alerts issued
- Over 16,000 identity verification events detected

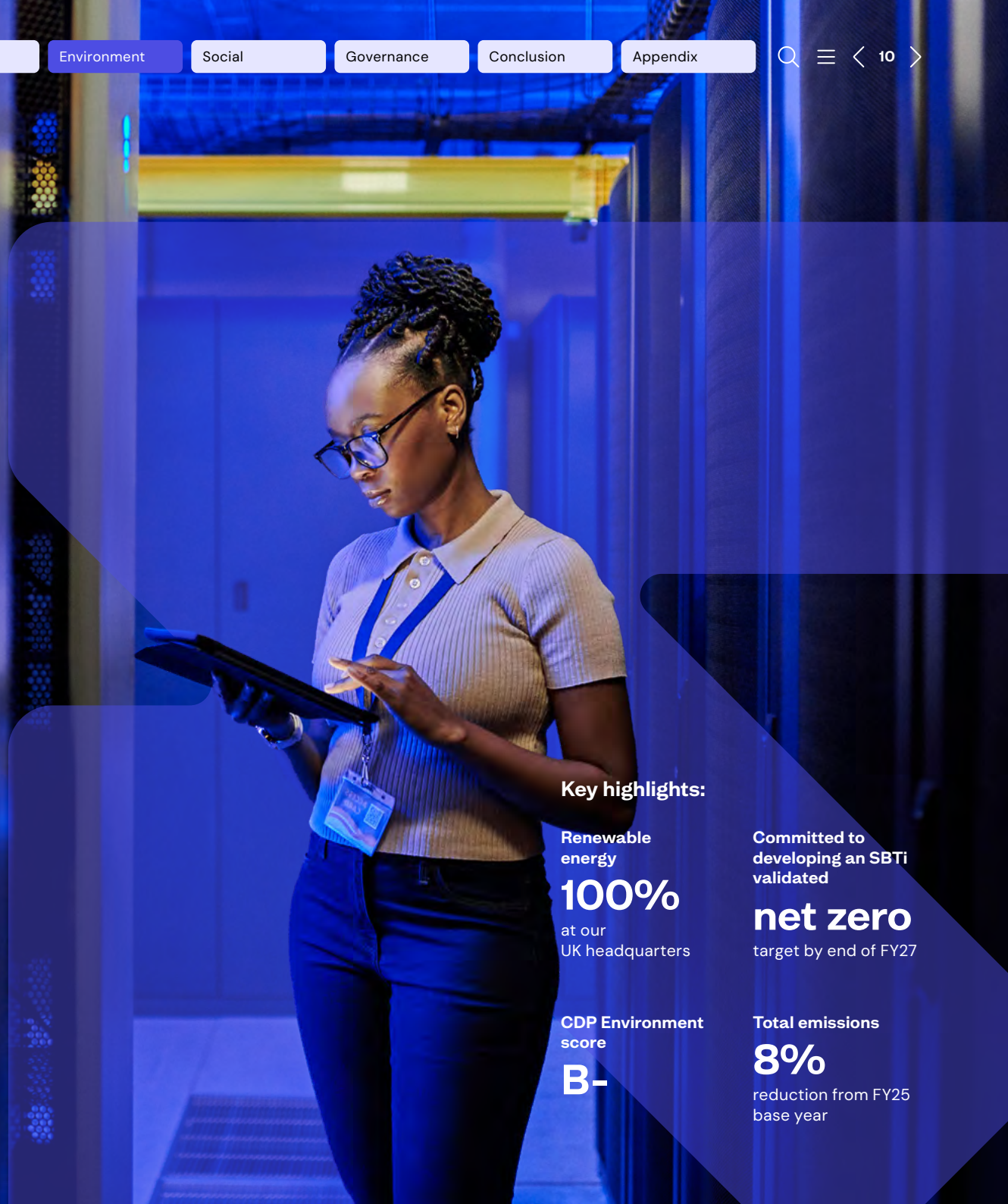
These signals represent moments where individuals had immediate awareness of their identity being used, creating the opportunity to act before harm occurred.

Click or scan to read more online at:
www.gbg.com/au/our-customers/truyu/

Environment:

Trust through responsible action

We are actively managing our broader environmental impacts, striving for responsible business practices within our operations and throughout our supply chain.



Key highlights:

Renewable energy

100%

at our UK headquarters

Committed to developing an SBTi validated

net zero

target by end of FY27

CDP Environment score

B-

Total emissions

8%

reduction from FY25 base year

Environment

Reducing our environmental impact

Non-Financial and Sustainability Information Statement (NFSIS)

In accordance with section 414C of the Companies Act 2006, the Directors have considered the non-financial and sustainability matters relevant to the Group, taking into account GBG's business model, strategy and principal risks.

GBG operates a predominantly digital, office-based business model and is not directly reliant on the extraction or use of natural resources. Accordingly, the Group's direct environmental impacts are limited and arise primarily from energy consumption, business travel and value chain emissions. Environmental and climate-related matters are managed through the Group's Environmental Policy and associated due diligence processes, including the measurement and monitoring of Scope 1 and 2 and relevant Scope 3 emissions, supplier engagement and regulatory horizon scanning. Principal risks relate to climate transition risk, regulatory change and supplier environmental maturity. Further detail and key performance indicators are set out in the climate, SECR and TCFD disclosures.

ESG data is subject to internal review by relevant data owners and reviewed through established governance channels before publication.

Read full NFSIS in our Annual Report: gbgplc.com/reports

Climate resilience, risks and financial planning

We consider climate-related risks and opportunities as part of our wider approach to risk management. Our direct exposure to physical climate risk is limited, reflecting our office-based model and use of leased premises. Physical risks are primarily relevant from a workforce perspective and are managed through existing wellbeing and business continuity arrangements. Our exposure is therefore focused on transition risks, which are integrated into our enterprise risk management framework and inform planning and decision-making. Climate considerations are embedded within existing processes rather than modelled as standalone financial line items, and while quantification has not been undertaken, we continue to monitor developments and strengthen our approach in line with UK Sustainability Reporting Standards.

Waste and water

As a digital business, our operational waste and water use are relatively low, but we aim to manage both responsibly across our offices. In the UK, we segregate waste into recycling, food and residual streams in line with Environment Agency guidance, and promote recycling and waste reduction more broadly, although our visibility is limited due to leasing arrangements and waste is therefore estimated using a per-employee proxy.

Waste generated in operations accounted for 0.4% of our Scope 3 emissions in FY26. We take a similar approach to water, with measures such as sensor-activated taps in our largest office and collaboration with building management and co-working providers to support efficient water use where possible.

Energy use, efficiency and digital sustainability

Our approach to energy use and efficiency is shaped by our digital-first, asset-light operating model. We have a focus on digital sustainability, guided by our **Responsible Technology Policy**. This sets clear expectations for how we design, build and operate our products, including: efficiency by default, responsible and well-governed use of AI, cloud optimisation and energy efficiency.

We use one small UK-based on-site server facility powered by 100% renewable electricity under our office lease, primarily supporting internal platforms that we are actively streamlining to reduce overall usage.

During the year, we also progressed consolidation of our cloud infrastructure towards a single primary provider. This supports improved energy efficiency and reduced duplication across our technology estate, while also delivering operational and cost benefits.

Renewable energy



Our headquarters (Chester, UK) is supplied with 100% renewable electricity and incorporates energy-saving features The site is also scheduled to undergo solar panel installation during FY27

100%

renewable energy at our UK headquarters

Environment continued

Energy use, efficiency and digital sustainability continued

We are compliant with the requirements of the UK Energy Savings Opportunity Scheme (ESOS) and submitted our ESOS action plan and progress update within the required timelines. In line with our business model, the action plan focuses on proportionate and practical measures.

During FY26, we formalised a **Responsible Travel Policy** designed to reduce emissions associated with business travel while maintaining operational effectiveness. The policy encourages lower-carbon travel choices where viable, improves emissions data quality through the use of approved booking systems, and supports more efficient vehicle and mileage claims to help limit fuel-related emissions.

Alongside these policy measures, we undertook employee engagement initiatives to promote day-to-day energy efficiency, including encouraging team members to switch off computer monitors when not in use and reduce energy consumption across offices.

Together, these actions contributed to measurable emissions and energy reductions, including an **8% reduction in Scope 3.6 (business travel) emissions** compared to the FY25 base year, over **8,000 kWh reduction in UK energy consumption**, and a **2% increase in global renewable energy consumption** outside the UK.

Read our sustainability policies: gbgplc.com/sustainability

Nature, natural capital and wider environmental context

While nature-related dependencies are not currently material to our direct operations, we recognise indirect dependencies through our use of cloud infrastructure, including associated energy and water use in data centres, as well as through supplier operations. We assess these through supplier engagement, cloud provider disclosures and evolving reporting expectations.

These considerations are reflected in our Environmental Policy and wider responsible business approach. We will continue to monitor developments in nature-related reporting and regulation, and reassess their relevance as expectations evolve.

Climate change, carbon management and data integrity

We measure and manage greenhouse gas emissions across Scopes 1 and 2 and relevant Scope 3 categories, applying methodologies aligned to the Greenhouse Gas Protocol.

Over the past year, our focus has been on strengthening the quality and coverage of emissions data to support credible target-setting. This has included **mapping 53% of Scope 3.1 suppliers (purchased goods and services)**, expanding supplier-specific data and enhancing measurement of cloud-related emissions. In addition, **30% of air transport spend and 69% of rail transport spend are now covered by activity-based data**, compared with exclusively spend-based estimation in FY25.

Environmental data is compiled using robust, globally recognised sources. Emissions calculations are underpinned by the Comprehensive Environmental Data Archive (CEDA), a multi-regional emissions factor database reflecting country- and sector-specific variations in economic activity and energy intensity. Consistent application of the Greenhouse Gas Protocol supports reliability, comparability and transparency across reporting periods.

During the year, we restated our base year emissions to reflect improvements in the accuracy and specificity of cloud-related emissions data. Supplier-specific reporting tools enabled us to replace a spend-based methodology with provider-verified activity data, reducing estimation uncertainty and strengthening overall data quality. The recalculation was undertaken in line with the GHG Protocol and our **Base Year Recalculation Policy**, and does not reflect a change in underlying business activity. The revised baseline now forms the foundation of the Group's SBTi submission and supports clear year-on-year comparability.

In FY26, we completed a small acquisition. An assessment was undertaken to determine whether this represented a material structural change requiring recalculation of the emissions baseline. Applying a proportionality test, the acquisition was confirmed to fall below the GHG Protocol's materiality threshold. No recalculation was required, and this assessment has been incorporated into an internal tracker to support ongoing oversight of cumulative change over time.

Further detail on emissions performance, trends, intensity metrics and reduction initiatives is provided within the Group's SECR and TCFD disclosures.

Science Based Targets initiative (SBTi) and emissions reduction approach

We are committed to setting science-based greenhouse gas emissions reduction targets aligned with the goals of the Paris Agreement. We intend to submit near-term and net-zero targets to the Science Based Targets initiative (SBTi) by the end of FY27, in line with previously reported timelines.

During FY27, we will also develop a carbon reduction roadmap to support our SBTi submission, including target boundaries, priority reduction levers, supplier engagement actions, governance responsibilities and progress monitoring.

90%

reduction as defined by SBTi

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Streamlined Energy and Carbon Reporting (SECR)

Environment highlights

53%
of Scope 3.1 suppliers (purchased goods and services) mapped to specific emissions factors

1,133 tCO_2e ↓
total reduction from FY25 base year

8% ↓
reduction in Scope 3.6 (business travel) emissions from FY25 base year

10% ↓
reduction in overall Scope 3 (market-based) emissions from FY25 base year

12% ↓
reduction in Scope 3.1 (purchased goods and services) emissions from FY25 base year

SBTi
committed to developing near-term and net zero targets by the end of FY27

B-
CDP environment score

SECR indicator

	FY26	FY25 (Restated* base year)	FY24 (Old methodology)
Tonnes CO_2e			
Emissions from combustion of gas (Scope 1): Global (exc. UK)	7	7	–
Emissions from combustion of gas (Scope 1): UK	18.5	17.9	7
Emissions from combustion of fuel for transport purposes (Scope 1, market-based): UK & Global	–	–	-
Total Emissions from combustion of gas (Scope 1):	25.5	24.9	–
Emissions from purchased electricity, heat, steam, and cooling (Scope 2, location-based): Global (exc. UK)	227.4	214.5	164
Emissions from purchased electricity, heat, steam, and cooling (Scope 2, location-based): UK	30.3	38	72
Emissions from purchased electricity, heat, steam, and cooling (Scope 2, market-based): Global (exc. UK)	214.4	204.3	148
Emissions from purchased electricity, heat, steam, and cooling (Scope 2, market-based): UK	24.4	12.8	–
Total Scope 1 & 2 (location-based): Global (exc. UK)	234.4	221.5	–
Total Scope 1 & 2 (location-based): UK	48.8	55.9	79
Total Scope 1 & 2 (market-based): Global (exc. UK)	221.4	211.3	–
Total Scope 1 & 2 (market-based): UK	31.4	19.8	–
Total Scope 3.6 (market-based): Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel	340.2	340.2	–
Total gross tCO_2e based on the above (location-based)	623.4	617.6	–
Total gross tCO_2e based on the above (market-based)	604.5	582.2	–
Kwh			
Energy consumption used to calculate above emissions: Global (exc. UK)	538,520	511,132	329,912
Energy consumption used to calculate above emissions: UK	273,627	282,026	375,513
% renewable energy			
% of total energy consumption coming from renewable sources: UK	67	83	–
% of total energy consumption coming from renewable sources: Global (exc. UK)	5.6	4	–
Intensity (tCO_2e/£m revenue)			
Intensity ratio Scope 1 and location-based Scope 2	0.90	0.98	0.88
Intensity ratio Scope 1 and market-based Scope 2	1.02	0.85	0.56
Intensity (tCO_2e per employee)			
Intensity ratio Scope 1 and location-based Scope 2	0.24	0.26	–
Intensity ratio Scope 1 and market-based Scope 2	0.27	0.23	-

* Base year FY25 emissions have been restated to reflect improved cloud emissions data following the adoption of verified activity-based information. This change improves accuracy and does not reflect changes in underlying activity. A small FY26 acquisition did not trigger a base year recalculation under the Greenhouse Gas Protocol recommendations.

Environment continued

TCFD statement

This section sets out the Group's climate-related financial disclosures, prepared to be consistent with the Task Force on Climate-related Financial Disclosures (TCFD). The information meets the requirements of the UK Listing Rules.

1. Governance

1a. Board oversight of climate-related risks and opportunities

The Board has overall responsibility for the oversight of climate-related risks and opportunities and for ensuring these are appropriately considered within the Group's strategy, risk framework and long-term planning, including the assessment of resilience over different time horizons. Oversight is supported by the Impact Committee, a formal Committee of the Board, which provides focused scrutiny of climate-related and wider impact matters and reports regularly to the Board. The CEO has ultimate Executive accountability for climate-related risks and opportunities. During FY26, the Committee considered the adequacy of climate-related disclosures, reviewed transition related developments relevant to the Group's strategic direction and explored the robustness of emissions reporting and data governance, resulting in Board approved improvements to internal greenhouse gas data processes. The Committee met twice during the year and received updates on progress against the impact strategy, changes to emissions calculation methodologies and preparedness for evolving regulatory expectations. The Audit & Risk Committee provides complementary oversight by considering climate-related risks within the context of the Group's principal risks and uncertainties, including their financial and operational implications and alignment with the Group's risk appetite. Emerging non-financial risks are monitored through the Business Risk Committee to support effective escalation and information flow to the Board. Selected impact and climate measures continue to be reflected in Executive Director remuneration, reinforcing the Board's oversight of sustainability performance as a driver of long-term value creation. Remuneration was considered on an intensity basis, therefore the FY25 restatement did not impact the continuity of this calculation.

1b. Management's role in assessing and managing climate related risks and opportunities

Management is responsible for identifying and managing risks and opportunities across the Group, including embedding climate considerations into business planning, operations and reporting. This activity is led by the Head of Impact and Sustainability, working cross-functionally and in close collaboration with the Chief Executive Officer, Chief Financial Officer, Group People and Talent Director and Group Company Secretary to ensure appropriate climate-related data and insights inform decision making and Board oversight. During FY26, climate related risks and opportunities were considered through the enterprise risk management process, informed by updated emissions data, regulatory developments and market insights, and supported enhancements to climate-related data processes and transition-related activity. The Group Company Secretary works alongside the Head of Impact and Sustainability to implement ESG and climate-related policies, coordinate reporting, monitor progress against commitments and provide updates to the Impact Committee and the Board.

Full risks and opportunities on pages 16-17

2. Strategy

2a. Climate-related risks and opportunities identified

We assess climate-related risks and opportunities using internationally recognised climate scenarios. These include IPCC SSP2 and SSP5 for physical climate pathways and the IEA Net Zero Emissions by 2050 and IEA Announced Pledges scenarios for transition outcomes. To ensure our understanding remains current, we will update our climate scenario analysis in FY27. The Group has considered the TCFD Annex and, where relevant to activities, have applied the associated sector-specific supplemental guidance, and believe these disclosures are consistent with the guidance where applicable.

2b. Impact on business, strategy and financial planning

Based on the Group's ongoing assessment, climate-related risks and opportunities are not currently expected to require changes to the business model or strategic direction. The Group's focus remains on strengthening climate-related data processes. Expectations may influence sales cycles and procurement processes, particularly as customers place greater emphasis on the quality and transparency of emissions data. Enhanced reporting is expected to support customer confidence and the Group's competitive position. Exposure to physical climate risks is limited, primarily relating to leased office space and IT systems, and the Group's geographically distributed footprint reduces the likelihood of significant disruption. At this stage, no climate-related matters have been identified that would give rise to provisions or other liabilities. Financial materiality is assessed in line with IFRS S1 and IFRS S2, with climate-related matters considered financially material where their omission or misstatement could reasonably be expected to influence cash flows, access to finance or cost of capital over the short, medium or long term.

Horizon	Definition	Why this horizon is used
Short term	Less than five years	Aligns with our rolling financial planning cycle, typical lease and supplier contract terms, and the near-term pace of regulatory change and customer expectations.
Medium term	Five to ten years	Captures the period when carbon pricing, taxation and energy market changes are more likely to influence cost structures and when acute weather events could drive operational disruption trends.
Long term	More than ten years	Reflects the timeframe over which chronic physical changes and structural transition effects may influence workforce location, market demand and operating model choices.

Environment continued

Strategy continued

2c. Resilience of the business strategy
The resilience of the Group's strategy is evaluated against a range of climate-related scenarios. These include the IEA Net Zero Emissions by 2050 scenario, which reflects a global temperature pathway of 2°C or lower, and the IEA Announced Pledges scenario, which considers differing rates of policy implementation. Across these scenarios, no impacts have been identified that would require changes to the Group's core strategic priorities or operating model, and the current strategy is considered resilient based on this assessment. These conclusions will be revisited following an updated scenario analysis planned for FY27. The climate-related disclosures have been reviewed for consistency with the financial statements and, at present, no matters have been identified that require specific recognition or measurement adjustments.

3. Risk management

3a. Processes for identifying and assessing climate-related risks
Climate-related risks are identified across both transition and physical risk categories, including policy, market, reputational and acute and chronic physical risks. These are assessed and managed through the Group's established Risk Management Framework, which combines bottom-up and top-down processes. Business units and central functions identify risks through regular risk workshops, with outputs captured in divisional and Group risk registers, including a dedicated ESG risk category. Risks are assessed using a severity scale: Minor (limited operational disruption or cost impacts, not expected to significantly affect financial performance or strategic delivery), Moderate (noticeable operational or financial impact requiring management action, but not threatening overall strategic delivery), and Major (significant financial, operational or strategic impact requiring urgent escalation). These assessments are reviewed at Group level, with oversight from the Audit and Risk Committee and visibility provided to the Impact Committee. This ensures climate-related risks are appropriately reflected within the Group's overall risk profile. The assessment process is conducted at least annually and more frequently where material developments or emerging risks arise.

3b. Processes for managing climate-related risks
Climate-related risks are evaluated and managed using the same criteria and governance pathways as other Group risks. Risks are assessed based on likelihood and impact across reputational, operational, regulatory, informational and financial dimensions, with clear ownership assigned for monitoring and mitigation. Management actions are integrated into departmental and business unit plans and reviewed through the Group risk governance structure, with escalation to the Business Risk Committee, Audit and Risk Committee or Impact Committee as appropriate. This approach ensures risks are managed consistently and in alignment with the Group's wider risk management processes.

3c. Integration into overall risk management
Climate-related risks are integrated into the Group's broader risk management framework and they are subject to the same governance, review frequency and level of scrutiny as other risks on the Group risk register. Formal assessment is undertaken annually, with interim reviews where significant regulatory, operational or environmental developments arise, and risks are identified and escalated through the Group risk hierarchy in line with established processes. Climate-related risk is currently classified as an emerging risk rather than a standalone principal risk, reflecting uncertainty regarding the timing and scale of impacts within the Group's planning horizon and the current assessment that these risks do not, in isolation, indicate a material impact on business strategy. However, climate-related factors are considered within several principal risks, including supply chain resilience, compliance, product and service delivery and brand, and these interdependencies are taken into account when evaluating and managing those risks.

4. Metrics and targets

4a. Metrics used to assess climate-related risks and opportunities
The Group uses a range of metrics to monitor and assess climate-related risks and opportunities, with a focus on emissions performance, data quality and areas of operational or commercial impact. These metrics support internal decision-making and Board oversight and are aligned to the risks and opportunities described in this disclosure. Key metrics include absolute and intensity based greenhouse gas emissions, energy consumption and progress in strengthening emissions data coverage and controls. In addition, we monitor factors that may influence risk and opportunity over time, including customer expectations in relation to emissions transparency, supplier engagement on sustainability matters and the cost implications of regulatory compliance and assurance activity.

4b. Scope 1, 2 and 3 greenhouse gas emissions
The Group reports Scope 1 and Scope 2 and Scope 3 greenhouse gas emissions for all relevant operations, calculated in accordance with the Greenhouse Gas Protocol. Scope 1 emissions primarily relate to fuel use where applicable, while Scope 2 emissions arise from the purchase of electricity for office locations. Scope 3 emissions are assessed where relevant and are reported with reference to the applicable Greenhouse Gas Protocol categories. The Group continues to improve the completeness and accuracy of Scope 3 data through enhanced data collection processes and supplier engagement, recognising the inherent estimation uncertainty associated with certain categories. Comparative emissions data is provided on a year-on-year basis, with material changes explained where relevant.

4c. Targets and performance against targets
The Group is establishing targets to manage climate-related risks and support its transition objectives, including commitments that will be aligned to the Science Based Targets initiative (SBTi). Progress against targets is monitored annually and performance to date is disclosed alongside comparative data. Where targets or performance levels have changed year-on-year, the underlying drivers are explained to support transparency and comparability. Selected Impact metrics, including climate related measures (GHG intensity), are reflected in Executive Director remuneration, reinforcing accountability for delivery. Disclosures are reviewed for consistency with the financial statements to ensure that any climate-related matters assessed as financially material are appropriately reflected.

Future planning and disclosure

The Group continues to develop its climate transition planning, including the refinement of final reduction targets, interim milestones and monitoring of progress over time. Financial implications associated with transition activity, including compliance, assurance and operational impacts, are considered within business planning and scenario analysis. Supporting documentation for climate-related assessments and judgements is retained where applicable. As the UK reporting framework evolves, the Group intends to align future disclosures with the UK Sustainability Reporting Standards, incorporating the requirements of IFRS S1 and IFRS S2. The Group aims to provide balanced and transparent reporting, clearly distinguishing between current performance, planned actions and longer-term ambitions, and avoiding over statement of progress.

Environment continued

Future planning and disclosure continued

Scope	tCO_2e (FY26)	tCO_2e (FY25*)
Scope 1	53	52
Scope 2 (location-based)	258	252
Scope 2 (market-based)	239	217
Scope 3 (market-based)	14,478	15,634
Scope 3 (location-based)	14,218	15,666
Gross emissions (market-based)	14,770	15,903
Gross emissions (location-based)	14,529	15,970

* Base year FY25 emissions have been restated to reflect improved cloud emissions data following the adoption of supplier verified activity-based information. This change improves accuracy and does not reflect changes in underlying activity.

Scope 3 Breakdown (market-based)	tCO_2e (FY26)	tCO_2e (FY25*)
Scope 3.1: Purchased goods and services	11,307	12,690
Scope 3.2: Capital goods	73	37
Scope 3.3: Fuel and energy-related activities (not included in Scope 1 or 2)	82	73
Scope 3.4: Upstream transportation and distribution	50	143
Scope 3.5: Waste generated in operations	52	45
Scope 3.6: Business travel	1,587	1,710
Scope 3.7: Employee commuting	985	890
Scope 3.8: Upstream leased assets	50	46

1. All relevant Scope 3 emissions categories are included, any excluded are not relevant to our business.
2. Watershed's CEDA database was used for emissions factors.

Type		Risks and opportunities		Business management response
Transition risks				
Policy & Legal				
Risk and opportunity factor: Carbon taxation **Linked metric:** % Reduction in our GHG emissions (Scopes 1, 2 and 3, from FY25 base year) Energy consumption (Kwh) **Linked target:** Near-term and net zero targets	**Time horizon:** Short, medium and long **Impact:** Minor	**Risk: Introduction of GHG pricing and/or a carbon tax** The introduction of external carbon pricing and taxation, such as additional taxes on energy, could elevate our operational costs. These increases may be direct, or indirect, via our supply chain.	**Opportunity: Reduced operational expenses** Improving energy efficiency can reduce costs and support margin resilience. Measures such as optimising office energy use and improving the efficiency of cloud and digital infrastructure can lower consumption and reduce exposure to energy price volatility.	Prioritise reduction in GHG emissions and enhance data analytics throughout our operations and value chain. Robust data will ensure accurate reporting and informed decision-making, ensuring we are best placed to react to any financial implications on the horizon. We will review this response in line with evolving requirements in FY27.
Risk and opportunity factor: Reporting and regulation **Linked metric:** % Reduction in our GHG emissions (Scopes 1, 2 and 3, from FY25 base year) % Renewable energy **Linked Target:** Near-term and net zero targets	**Time horizon:** Short, medium **Impact:** Minor	**Risk: Enhanced GHG reporting and regulation** Failure to comply may result in financial penalties and loss of investment. Additionally, non-compliance may lead to reputational damage and a decline in customers.		Utilise a third-party enterprise sustainability platform to ensure accurate data collection across our value chain. This data in conjunction with our robust internal ESG governance structure and dedicated in-house resources, will keep us compliant, mitigate financial penalties, and uphold our reputation. We will review this response in line with evolving requirements in FY27.
Market				
Risk and opportunity factor: Customer behaviour **Linked metric:** Customer request for climate-related information	**Time horizon:** Medium, long **Impact:** Moderate	**Risk: Increased and/or changing customer expectations** Rising customer expectations may challenge us to meet demands for sustainability, ethical practices, and transparency. Failure to meet these expectations may impact our financial performance and reputation.	**Opportunity: Develop new solutions or offer to new markets** Increasing expectations offer the potential to expand our reach by developing innovative solutions and entering new markets.	Enhance our ESG initiatives by improving environmental data capture, setting science-based targets, and maintaining high ESG ratings. Engage with customers to predict changes in needs and demands to ensure our practices align with expectations. Taking a proactive approach will strengthen our competitive position, foster customer loyalty, and drive long-term value. We will review this response in line with evolving requirements in FY27.

Environment continued

Type		Risks and opportunities		Business management response
Transition risks continued				
Market continued				
Risk and opportunity factor: Supplier risk **Linked metric:** % Reduction in our GHG emissions (Scopes 1, 2 and 3, from FY25 base year) % of supply chain with net zero targets **Linked target:** Near-term and net zero targets	**Time horizon:** Short, medium **Impact:** Minor	**Risk: Our supply chain fails to meet climate maturity expectations** Failure of our supply chain to meet climate maturity expectations may lead to higher pass-through costs, increasing our operational expenses and making it more challenging to achieve our climate targets.	**Opportunity: Scope 3 reductions through supply chain engagement** Engaging with suppliers to reduce Scope 3 emissions has potential to significantly improve our carbon footprint and help us to achieve net zero targets.	Engage with suppliers through training, resource sharing, and incentives to align with our sustainability goals and reduce pass-through costs. This collaboration enhances overall ESG performance and ensures compliance with evolving regulations. We continually improve supplier engagement strategies to adapt to new challenges and opportunities. We will review this response in line with evolving requirements in FY27.
Reputation				
Risk and opportunity factor: Climate-related targets **Linked Metric:** % Reduction in our GHG emissions (Scopes 1, 2 and 3, from FY25 base year) **Linked Target:** Near-term and net zero targets	**Time horizon:** Short, medium and long **Impact:** Minor	**Risk: Risk of failing to meet, or being perceived as failing to meet, climate-related targets and/or taking insufficient climate action** Regulatory penalties, reputational damage, and loss of investor confidence. This may result in decreased business and revenue as customers move to competitors with better climate performance.		Invest in new technologies and processes that improve sustainability performance and streamline reporting, such as our new third-party emissions measurement platform. We will continue with our commitment to have validated science-based net zero targets through SBTi by end of calendar year 2026, and will publish our carbon reduction plan on our public website to ensure transparency. We will review this response in line with evolving requirements in FY27.
Risk and opportunity factor: Stakeholder pressure **Linked Metric:** % Reduction in our GHG emissions (Scopes 1, 2 and 3, from FY25 base year)	**Linked target:** ESG targets **Time horizon:** Short **Impact:** Minor	**Risk: Stakeholder pressure** Limited climate action may have financing implications, as investors prioritise companies with strong ESG performance. Additionally, it may increase hiring costs as GBG may struggle to attract and retain talent, with employees seeking companies committed to sustainability and ethical practices.	**Opportunity: Stakeholder engagement** Demonstrating GBG's commitment to sustainability and ethical practices can build trust with investors, attract talent that values these principles, and empower employees to contribute to climate action.	Transparent disclosure of climate and wider ESG performance to maintain a strong reputation with current and future investors. We will also engage employees with training and knowledge sharing and ensure we are transparent about our ESG performance with prospective talent. We will review this response in line with evolving requirements in FY27.
Physical risks				
Chronic				
Risk: Risk of increased heatwaves	**Time Horizon:** Long **Impact:** Moderate	Disruption to our team's ability to carry out their responsibilities due to the necessity for climate migration. Additionally, increased heat waves can complicate our supply chain. These disruptions may lead to delays, increased costs, and challenges in maintaining efficient operations.		GBG considers these risks within our Group risk register, ensuring they fit within our Group risk appetite. As a digital business, physical supply chain disruption is not considered material to us. However, we recognise the potential impact on our team's ability to carry out their responsibilities and the direct threats to team member health and safety. To minimise impact and ensure preparedness, we have comprehensive business continuity planning on a Group level. We will continue to monitor and mitigate these risks to maintain efficient operations, safeguard our workspaces, property, and equipment, and support our employees' wellbeing. We will review this response in line with evolving climate risks in FY27.
Acute				
Risk: Risk of increased cyclones, water stress and wildfires	**Time Horizon:** Short, Medium **Impact:** Moderate	Physical damage to workspaces, property and/or equipment and disrupt our supply chain, a direct threat to team member health and safety and a disruption to their ability to carry out their responsibilities. This risk is especially prevalent in North America, Australia and Türkiye.		

Social:

Trust in our people and communities

We invest in our people and communities to create an environment where individuals can grow, feel valued and truly belong.

Key highlights:

Hours of team volunteering

>2,400

Gallup Exceptional Workplace Award winner

Female representation at senior level

>36%

Team members saying GBG is a great place to work

87%

Social

Trust in our people and communities

Our people

Our people are central to our success, and we remain focused on creating an environment where colleagues feel valued, supported and able to perform at their best.

Guided by our purpose and values, we have continued to strengthen the foundations that enable our teams to thrive. Over the past year, this has included introducing clearer role expectations, evolving how we recognise and reward performance, and enhancing how we gather and act on feedback. Alongside this, we have invested further in development and inclusion, expanding our DEI&B training and creating more opportunities for colleagues to build their skills, feel connected and progress within the organisation.

Following our move to the Main Market in FY26, we appointed a designated Non-Executive Director for workforce engagement, who will work closely with us to deepen workforce insight, strengthen how feedback is represented at Board level and ensure colleague perspectives are reflected in decision-making.

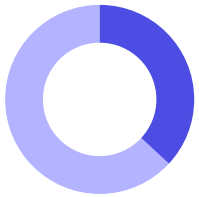
These developments reflect our ongoing commitment to supporting our people in a meaningful way, ensuring they have clarity in their roles, confidence in how they contribute and a culture that enables them to do their best work.

"I am proud of the strength and professionalism of our workforce. Each colleague, whatever their role, contributes to the resilience and performance of GBG. My focus over the next year is on ensuring people have the clarity, development opportunities and sense of belonging they need to succeed. By continuing to invest in skills including AI, support and structured engagement, we are building a workforce that is equipped to meet our ambitions and contribute to our future."

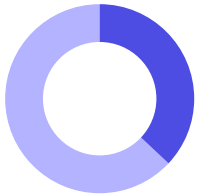
Julie Brookfield
Group People & Talent Director

Workforce overview

1,055
total team members as at 31 March 2026

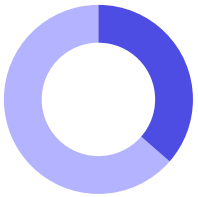


36.9%
of our global workforce identify as female



37.0%
of new hires during FY26 identify as female

14
countries represented in our global office footprint



36.4%
of our Executive Leadership team identify as female



33.3%
of our Board of Directors identify as female

Social continued

Our people continued

FY26 social progress

Building a diverse and inclusive workforce remains a core priority for us. We are committed to creating an environment where every team member feels respected, valued and able to contribute meaningfully. We believe diverse teams contribute to a more inclusive culture, healthier workplace dynamics and better decision-making. They also play a critical role in driving innovation and in building products and services that are representative of, and responsive to, the diverse communities and customers we serve.

We had set ourselves an ambitious target of achieving 40% female representation across our global workforce by the end of FY26. While this milestone was missed, our commitment to improving gender balance across GBG remains unchanged.

Progress continues to be shaped by several strategic and organisation health factors such as low attrition and strategic hiring activity. Females remain underrepresented globally in engineering, and other technical disciplines that make up a significant proportion of our roles. Our global footprint also includes regions where female participation in technology is lower due to cultural, educational and labour market dynamics. These factors influence hiring pipelines and progression rates and require locally appropriate, long-term approaches rather than uniform solutions.

Our forward-looking approach

Based on our experience to date, sector trends, internal workforce data and expected rates of change, we have set a revised target to achieve 40% female representation across our global workforce by 2035.

This target is intentionally ambitious while remaining realistic. It reflects the pace at which sustainable progress can be achieved in a global, highly technical organisation and allows us to focus on meaningful, long-term change rather than short-term volatility. Crucially, it ensures that improving gender balance remains a clear and measurable priority over time.

Our approach extends beyond attracting new hires. Sustainable progress depends equally on retaining and developing talent. We therefore focus on creating an environment where women are able to build long-term careers at GBG, supported by fair and transparent pay and reward practices, inclusive policies, access to career development and progression opportunities, mentoring and development initiatives that support internal mobility and leadership growth.

By taking a whole-lifecycle view of gender representation, we aim to embed progress into how we grow, develop and retain our workforce, supporting our ambition to build a more inclusive, resilient and innovative organisation over the long term.

Gender target:

40%

female representation in our workforce by 2035

Read our Gender Pay Reports:
www.gbgplc.com/people



Social continued

Our people continued

Diversity, equity, inclusion & belonging (DEI&B)

As part of our commitment to strengthening diversity, equity and inclusion across GBG, we publish and report on our gender diversity data, including senior leadership representation, alongside our annual Gender Pay Gap Report.

Our DEI&B Policy is reinforced through 'Belonging', our global employee group led by our DEI&B lead and supported by champions across a wide range of roles, seniority levels and regions. These champions play an active role in curating learning resources, supporting local engagement, and coordinating our diversity and inclusion events calendar throughout the year.

Over the past year, we have continued to expand our DEI&B learning offer, including the delivery of our '5 in 15 guides' on inclusive hiring, mental wellbeing connections and unconscious bias. These short, practical resources are designed to provide accessible development opportunities that support inclusive behaviours across the organisation.

Alongside learning and engagement initiatives, we are continuing to reduce bias in recruitment through the use of skills-based assessments and more consistent hiring practices. This approach supports fairer decision-making while helping us attract talent based on capability and potential, rather than background alone.

Read our DEI&B Policy:
www.gbgplc.com/people

Employee engagement and culture

We continue to invest in understanding how our team members experience work at GBG. Our engagement approach is anchored in the Gallup Q12 survey, which provides a consistent, evidence-based view of engagement, development and support across the organisation. The insights gained help us identify strengths, highlight areas for improvement and ensure our people strategy remains aligned with what team members tell us matters most.

91%

participation in employee satisfaction survey

87%

would recommend GBG as a place to work

GALLUP EXCEPTIONAL WORKPLACE AWARD
2026 ENGAGEMENT WINNER

disability confident

In FY26, we expanded this approach by introducing stay and exit interviews, giving us deeper insight into why people choose to remain at GBG and, where relevant, why they decide to leave. While voluntary attrition remains low at 7.9%, stay interviews conducted during Q2 and Q3 have already provided valuable input that is helping to shape future priorities around engagement, development and retention.

Workforce engagement and Board oversight

As part of our move to the Main Market, we strengthened Board-level oversight of culture and engagement by appointing a dedicated Non-Executive Director for workforce engagement. This role provides an additional channel for workforce perspectives to inform Board discussions and supports the Board in understanding employee experiences and priorities across the Group.

Workforce insights gathered through engagement activity are considered alongside discussions on culture, strategy and long-term value creation. Further detail on workforce engagement activity and the role of the Workforce Engagement NED is set out in the Governance section of our Annual Report.

Read our Annual Report:
www.gbgplc.com/reports

Team member wellbeing

Wellbeing remains a core element of our people strategy. We provide a range of support to help team members manage their health and maintain a sustainable work–life balance. This includes access to mental health resources, flexible working practices, and a comprehensive suite of benefits, including medical, vision and dental insurance (eligibility defined by geographic factors), alongside a 24/7 Employee Assistance Programme.

As a Disability Confident Employer, we are committed to creating an inclusive and accessible environment where colleagues with disabilities can thrive. This includes making reasonable adjustments, removing barriers where possible, and supporting individuals throughout their employment so they can fully contribute and progress in their careers. Alongside this, we offer family-friendly policies and return-to-work arrangements for all employees, helping to support long-term career continuity at different life stages.

Alongside formal engagement and reward mechanisms, Pulse, our voluntary employee group, continues to strengthen connection across our global workforce. Through team events, celebrations, volunteering and fundraising activities. Pulse helps foster a sense of community and shared identity across regions, supporting meaningful connections between team members regardless of location.

Reward and recognition

Recognising and rewarding contribution is a key part of maintaining engagement and supporting performance. In FY26, as part of 'Project Perform', we introduced a new performance framework that sets clearer expectations and provides more regular opportunities for team members to earn quarterly performance-based bonuses.

This is complemented by broader reward mechanisms that recognise both individual and collective impact. These include our Sharesave Plan, which allows eligible team members to share in the Group's performance, and an annual incentive trip recognising exceptional contributions across both sales and non-sales roles. Last year, 60 team members took part in an unforgettable recognition trip to Peru.



Social continued

Our people continued

Learning and development

11,422
learning hours

44%
increase in AI-related learning

112
internal career progression moves

42.9%
of people with career progression moves identify as female

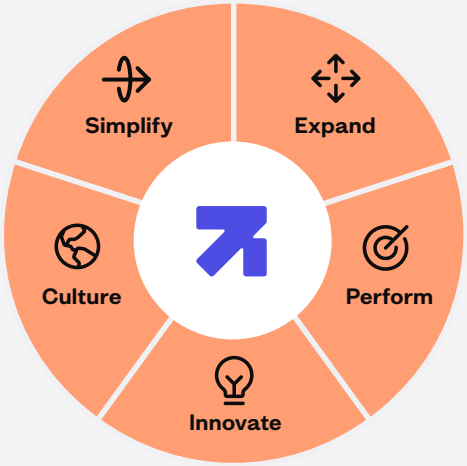
729
received quarterly performance bonus

100%
of team members received a quarterly performance review

We continue to invest in learning and development to ensure every team member has the skills, support and opportunities they need to grow and keep pace with a rapidly changing environment. During FY26, team members completed a total of 11,422 hours of training across a wide range of learning programmes, supported by our global learning platform and access to Udemy for Business. This included a growing focus on AI capability building, with a 44% increase in AI-related learning through our platform, alongside an average of 11 hours of learning per team member overall. Our focus on leadership development, career progression and future skills remains central to our approach, providing structured pathways for capability building at all levels.

Our EPICS culture

Our culture is shaped by actions, not words. The EPICS behaviour framework plays a central role in both individual and team success by setting clear expectations, encouraging a culture that puts people and customers first, and ultimately supporting strong business performance.



FY27 future focus

- **Leadership capability investment:** In FY27, we will invest across the full leadership lifecycle through programmes such as 'Manager Foundations', 'Leader Success', 'LEAD' and 'Leading from Within', strengthening inclusive people leadership, decision-making and change capability while reducing people and delivery risk
- **Strengthening the female pipeline:** Females will remain intentionally well represented across leadership programmes, ensuring access to high-impact development at critical career stages and supporting progression into senior roles
- **Targeted, business-led inclusion:** Alongside mixed-gender programmes, initiatives such as 'Rise@GBG' and 'ElevateHer' will address structural barriers to progression, building a more diverse, resilient leadership bench and supporting stronger performance, risk management and long-term talent sustainability
- Progression towards our revised target to **achieve 40% female representation across our global workforce by 2035**

> **"A strong culture comes from listening to diverse perspectives and ensuring they meaningfully inform leadership and decision-making, strengthening both resilience and performance over the long term"**
>
> **Michelle Senecal de Fonseca**
> Non-Executive Director for workforce engagement

Project Perform



'Project Perform' was introduced during FY26, and has further strengthened our performance and development framework by ensuring team members receive regular feedback, clearer expectations and consistent, meaningful conversations about growth, performance and future career opportunities. The approach is supported by quarterly reviews, aligned to our behaviours, reinforcing a shared and transparent understanding of how performance is assessed across the organisation.

By introducing more structured development conversations and more objective, performance-based rewards, Project Perform has helped reduce subjectivity and bias in performance and reward decisions. Early outcomes indicate a positive impact for women across the business. These outcomes support our wider ambition to retain female talent and improve fairness in progression and reward.

The performance data generated through Project Perform also provides a stronger foundation for targeted future initiatives. This includes the potential to enhance mentorship, development and progression support for high-performing women, particularly within technical roles, helping to sustain long-term career growth and retention.

41.6%
female representation in quarterly performance bonus payments

Social continued

Social impact and community engagement

£20k

raised for good causes

2,482

hours volunteered

We continue to strengthen our social impact by supporting our communities, building charity partnerships and encouraging team member participation in volunteering activities. During FY26, team members contributed 2,482 volunteering hours, supported by our policy that provides every team member with one day of paid volunteer leave each year. Across our global footprint, each office partners with locally selected charities aligned to our values and the UN Sustainable Development Goals, enabling sustained support for initiatives ranging from food banks and children's organisations to health and technology-focused charities. In total, GBG and our team members raised £20,031 for Charity.

Wider community

We remain active contributors within our industry, engaging with organisations such as Women in Identity (WID), Women in Tech Forum and TechUK to stay connected to evolving thinking on inclusion, workforce development and responsible innovation. Through sector-led forums, programmes and working groups, we share insight and learn from peers, helping us understand how common challenges are being addressed across the technology sector.

GBG Challenge



A long-standing highlight of our community programme is the GBG Challenge, now in its 20th year, which brings together team members from around the world to take on physical challenges while fundraising for charity and strengthening connections across regions and teams. Our FY26 GBG Challenge raised an impressive £15,869.82 for good causes across the globe, funding impact from children's vaccinations to youth empowerment and hot meals.

Laptop donations



Alongside volunteering and fundraising, we also have an ongoing device donation initiative. In FY26, we expanded this work by forming a new partnership with The Turing Trust to support the secure wiping, refurbishment and redistribution of old GBG laptops to schools, helping students gain essential digital access while reducing electronic waste.

In FY26 we donated

107 laptops

This engagement provides valuable external perspectives that informs our people strategy and complements our internal programmes, supporting continuous improvement and alignment with emerging best practice. Looking ahead, we plan to deepen our involvement in selected industry initiatives that support inclusive development, knowledge-sharing and the building of sustainable talent pipelines.

WOMEN IN IDENTITY



Governance:

Trust with integrity and transparency

Clear governance, well-defined policies and robust privacy and security practices ensure we operate with integrity, protect sensitive data and manage risk effectively.



Key highlights:

GBG security rating
A

AI training for team members increased by
44%

Completion of annual privacy, fraud and infosec training
100%

Independent Board directors
66.7%

Governance

Our approach to responsible governance

Acting responsibly is fundamental to how GBG operates and underpins the way we deliver our purpose. Responsibility is not owned by any one team; it is a holistic, Company-wide approach that shapes our culture, decisions and how we conduct business every day. Strong governance sits at the heart of this approach, providing clear accountability, effective oversight and ethical leadership that support long-term performance, sustainable impact and trust with our stakeholders.

Our governance framework is designed to embed responsible principles at a core level across the organisation, intersecting with areas such as sustainability, privacy, information security, finance and legal. This includes oversight of ESG matters and the responsible use of technology, including AI governance, that considers privacy, sustainability and human impacts alongside innovation and growth. The tone from the top is set by the Board and Executive Team, reinforcing that responsible conduct, strong controls and transparency are essential to how we manage risk, meet regulatory expectations and create long-term value.



Annabelle Burton
Group Company Secretary

FY26 governance focus

Updated Articles of Association:
- At the 2026 AGM, shareholders were asked to approve the revised Articles of Association. The resolution received 99.78% votes in favour, demonstrating broad support for the updates. The updated Articles of Association are available on our website

Board evaluation:
- Following the external Board evaluation completed in FY25, we undertook a structured review of Board progress throughout FY26. This included monitoring delivery against agreed actions, strengthening Board oversight in priority areas and ensuring continued alignment with best practice governance expectations

Move to the Main Market:
- Working closely with our advisors, we undertook a comprehensive review of our governance framework. This resulted in a full refresh of our policies, procedures, and Committee Terms of Reference. We are confident that our governance arrangements now reflect the standards expected of a Main Market listed company and provide a strong foundation for sustainable long-term performance

Read more:
www.gbgplc.com/governance

FY26: move to the Main Market



FY26 marked a significant milestone for GBG with our transition to the Main Market of the London Stock Exchange. This move reflected the scale, maturity and ambition of the business, and our readiness to operate to the higher standards of governance, transparency and disclosure expected of a Main Market listed company.

The transition acted as an opportunity to further strengthen our governance frameworks, internal controls and reporting processes, reinforcing Board oversight, accountability and alignment between financial and non-financial disclosures. It has also supported clearer risk management, improved regulatory readiness and greater consistency in how we report on performance, sustainability and long-term value creation. These enhancements provide a stronger governance foundation to support GBG's strategy and ongoing growth as a public company.

LSEG

Looking ahead to FY27:

Succession planning for the Audit & Risk Committee Chair and SID:
- Succession planning for the role currently held by Liz Catchpole was intentionally deferred to ensure continuity during the Main Market transition. Identifying and appointing a successor will be a key focus for FY27, ensuring we maintain strong financial and risk oversight

Supporting the NED for workforce engagement:
- In FY27, we will support Michelle Senecal de Fonseca to establish new and effective ways for the workforce to share views with the Board. This will include designing appropriate engagement channels, creating a framework for gathering feedback and ensuring workforce insights are brought into Board discussions in a clear and consistent way

Readiness for evolving reporting standards:
- FY27 will include preparing for future requirements under frameworks such as the European Sustainability Reporting Standards (ESRS), particularly ESRS S1 (Own Workforce) in relation to governance, workforce disclosures, and human capital reporting



Governance continued

Data privacy, ethics and security

Building securely. Protecting trust.

Trust underpins our role in enabling safe and rewarding digital lives. As a global provider of identity and location intelligence, we recognise the responsibility that comes with handling sensitive data and operating systems that are critical to security, access and fraud prevention. Our approach to privacy, data ethics, innovation and cyber security is designed to protect individuals, support our customers and maintain confidence in the digital ecosystem.

Privacy

Protecting personal data is integral to how we operate. We have high privacy standards, with a global programme aligned to leading regulations such as GDPR and CCPA . This is underpinned by strong governance, clear accountability, and rigorous controls.

Privacy is built in from the start - we minimise the data we collect, limit access as standard, and apply disciplined retention and disposal practices across everything we do. We are committed to transparency and trust, giving our customers and partners clear, meaningful insight into how data is used and protected, so they can engage with confidence.

100%

completion of annual privacy and infosec training

Find our Privacy Policies here: www.gbgplc.com/legal-and-regulatory

Key elements of our approach include:

- **A dedicated privacy team** working closely with product, technology, customer experience, sales, partners and security to embed privacy considerations throughout the product lifecycle
- **Data protection impact assessments** to identify and manage privacy risks as products and services evolve
- **Clear documentation** of privacy practices and technical and organisational measures, available through our Trust Centre

Data ethics

We go beyond compliance to ensure responsible data use. Our solutions enable access, prevent fraud and build digital trust, while upholding fairness, proportionality and respect for individual rights. We embed ethics into decision-making through strong policies and cross-functional oversight, governing how data is sourced, used and shared, with a focus on avoiding harm, reducing bias and aligning outcomes with our purpose.

Responsible AI and innovation

Innovation is central to our growth, with AI playing a key role in enhancing security, efficiency and customer outcomes. We embrace this opportunity responsibly, supported by clear AI principles, a defined AI Policy, and strong governance through our AI Steering Group. We invest in AI enablement and training to build capability across the business, ensuring our people understand both the potential and the risks. We embed safe, ethical and compliant AI practices by design in all solutions we develop and deploy, supported by cross-functional oversight.

44%

increase in AI learning for internal teams

In practice, our approach emphasises:

Data quality and integrity ensuring AI systems are built on appropriate, well-governed data and designed to minimise bias and unintended outcomes

Fairness and explainability so that AI-driven outputs can be understood, challenged where appropriate, and used in a way that supports trust

Appropriate human oversight particularly where AI systems may influence decisions that affect individuals, customers or wider society

Proportionate risk management with AI use cases assessed based on their potential impact, complexity and regulatory sensitivity

AI training and enablement supported by a network of AI champions and overseen by a cross-functional steering group, enabling safe, well-governed innovation within clear guardrails and accountability

We consider the broader environmental and social impacts of innovation as part of our approach to responsible technology, including the resource intensity of data processing and compute usage. This includes recognising the energy and water demands associated with AI models and cloud infrastructure, and working with cloud providers and suppliers to improve transparency and manage these impacts over time.

Our Responsible Technology and Environmental Policies embed these considerations early in design and decision-making, including optimising workloads, improving efficiency and, where possible, selecting lower-impact infrastructure.

We recognise this is an evolving area. In FY27, we will take targeted actions to optimise AI workloads, improve transparency with cloud providers on energy and water use, and strengthen governance for higher-risk AI use cases.

Cyber security

Strong cyber security is critical to protecting data and maintaining customer trust. We operate a comprehensive information security framework designed to safeguard the confidentiality, integrity and availability of data.

Our security approach is underpinned by internationally recognised standards and certifications, including:

- ISO/IEC 27001:2022
- SOC 2 Type II
- PCI DSS v4.0
- Cyber Essentials Plus
- FedRAMP Moderate (for applicable services)

Read more about our cyber security here: www.gbgplc.com/trust-centre

Governance continued

Data privacy, ethics and security continued

Cyber security continued

These frameworks are supported by a wide range of technical and organisational controls, including encryption at rest, access logging, secure development practices, network security, monitoring and incident response capabilities.

Cyber security is treated as a shared responsibility across the business. All team members complete mandatory information security and data protection training, with regular refreshers to reinforce good practice and awareness of evolving threats.

Risk management

We take a proactive and integrated approach to risk management, focused on identifying, assessing and mitigating risks to protect our team members, customers, assets, capital and reputation, while supporting long-term value creation. We foster a culture that encourages responsible risk-taking, open dialogue and timely escalation, ensuring risks are understood and managed at the right level.

Our enterprise risk management framework is embedded into governance and strategic decision-making, helping us anticipate emerging risks, respond effectively to change and seize opportunities where appropriate.

Key elements of our risk approach include:

- **Governance integration:** Risk management is embedded into existing governance, with clear ownership and escalation routes, and regular review through management forums and the Board to support effective oversight and challenge
- **ESG risk management:** ESG risks are integrated into our enterprise framework, covering areas such as data protection, cyber security, responsible technology and AI, regulation and climate. Controls and mitigations are defined through policies and management actions, with progress monitored through established governance processes and disclosures aligned to TCFD
- **Monitoring and assurance:** Compliance with applicable laws, regulations and internal policies is supported through ongoing controls, formal internal reviews and internal and external audit activity. This includes independent assurance, where appropriate, providing confidence in the effectiveness of our control environment and risk management processes

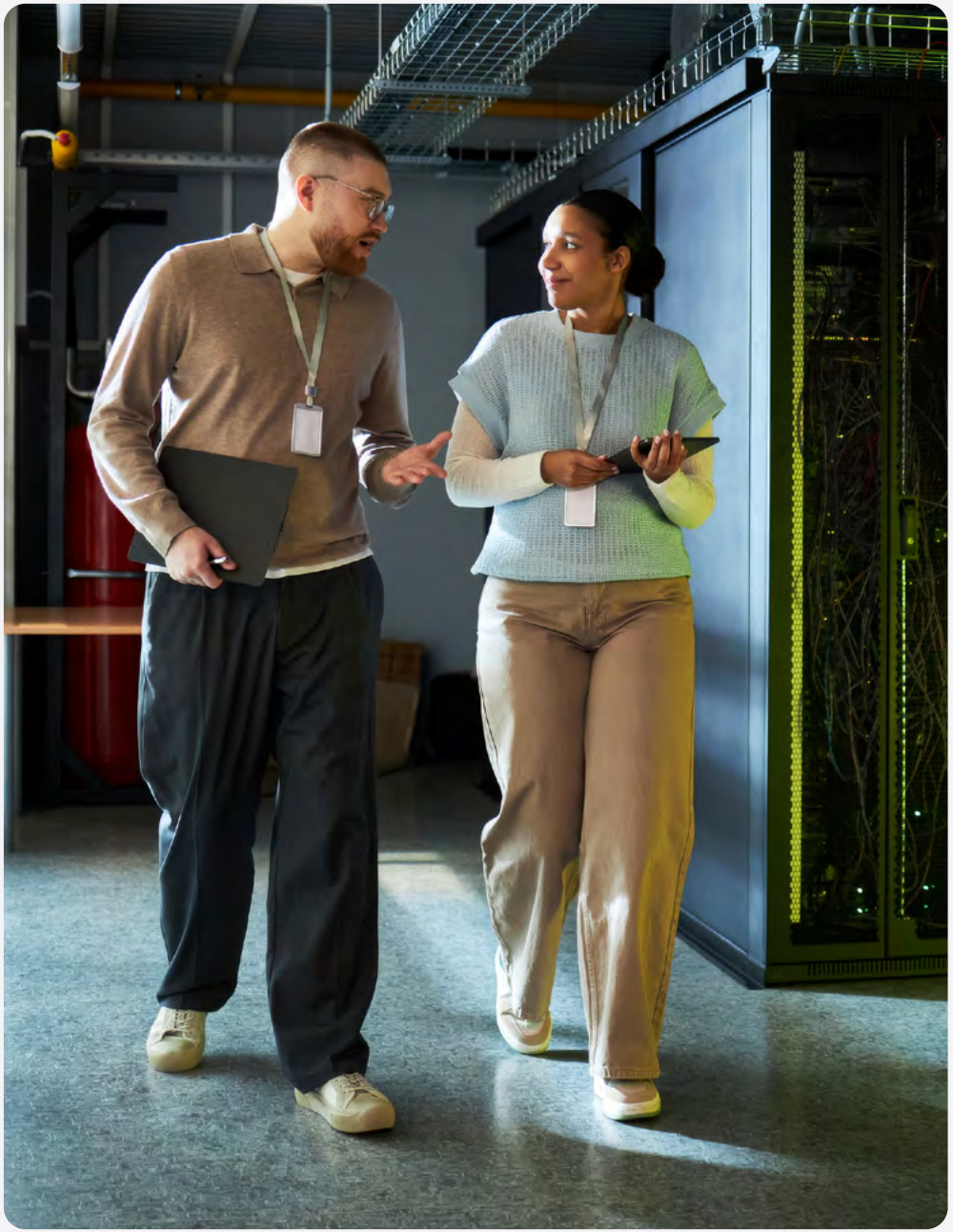
This approach ensures ESG, regulatory, technology and operational risks are managed alongside strategic and financial risks, supporting informed decision-making, resilience and long-term value creation.

TCFD disclosures on pages 16–17

“Effective information security management is about understanding and assessing risk, not eliminating it. Our focus is on good governance, robust controls and nurturing a business culture that embeds security into everyday decision-making.”

Phil Aitken
Chief Information Security Officer (CISO) & Risk Manager

Read more in our Annual Report:
www.gbgplc.com/reports



Governance continued

Policies and expectations

Building a responsible business requires clear standards, strong governance and consistent behaviours. These policies set out the core frameworks that guide ethical conduct, compliance and decision-making across our operations and value chain. They focus on key areas of responsibility, including integrity, human rights, responsible technology and environmental impact, translating our values, risk appetite and regulatory requirements into clear, practical expectations for how we operate every day.

15

Board approved policies



Anti-Bribery and Anti-Corruption

We operate a zero-tolerance approach to bribery and corruption. Our Anti-Bribery and Anti-Corruption Policy sets clear expectations on gifts, hospitality, donations and ethical business practices, helping prevent improper influence or behaviour, in line with the UK Bribery Act 2010.

Team Member Code of Conduct

Our Team Member Code of Conduct sets out the standards and behaviours expected of all team members across the Group. It covers areas such as health and safety, diversity, equity and inclusion, ethical conduct, and compliance with environmental, social and governance expectations, including privacy and security. The policy provides a clear and accessible reference point for how we expect our team members to act and uphold our values and is available to all team members at any time through our internal platforms.

Supplier Code of Conduct

Our Supplier Code of Conduct sets clear expectations on ethics, labour standards, environmental responsibility, anti-bribery and legal compliance, and is embedded within our procurement processes to support consistent risk management across the supply chain.

Supplier onboarding and oversight are led by our central procurement team, working with legal, risk and sustainability teams to apply proportionate due diligence based on risk and criticality. ESG considerations form part of onboarding, and where minimum expectations are not met, we may choose not to onboard or to exit the relationship.

Supplier performance and risk are monitored on an ongoing basis, with increasing focus on higher-risk and strategic suppliers. We are also implementing a supplier engagement tool moving forward to formalise data collection, performance tracking and engagement on environmental and social topics.

This approach supports our wider impact strategy, recognising that the majority of our environmental impact sits within our value chain. Our Scope 3 targets are therefore closely linked to supplier engagement, making this a key lever for progress. We will continue to strengthen our approach over time as we improve data, capability and engagement.

Modern slavery

We are committed to preventing modern slavery, human trafficking and labour exploitation within our operations and supply chain. Our Modern Slavery Statement is published annually on our website in line with the UK Modern Slavery Act 2015 and outlines the steps we take to identify, assess and mitigate risks. We expect the same high standards from our suppliers and business partners, supported by due diligence and contractual requirements. Our full Modern Slavery Statement is available to all team members via our internal platform to raise awareness and drive accountability.

Whistleblowing

We encourage a culture of openness and accountability where concerns can be raised safely. Our whistleblowing process provides confidential and accessible channels for team members and third parties to report suspected wrongdoing, including fraud, corruption or unethical behaviour. All concerns are investigated by our Group Company Secretary with discretion and care. We have a strict non-retaliation policy and take every measure to protect whistleblowers' identities.

Share Dealing Policy and Share Dealing Code

Our Share Dealing Policy and Share Dealing Code support compliance with Market Abuse Regulations and the responsible handling of inside information. The policy applies to all directors and team members setting out clear restrictions on trading and disclosure to prevent the misuse of inside information. The Code applies specifically to those individuals who have been informed they are a restricted person, outlining additional controls around trading and disclosure.

Fraud Policy

Our Fraud Policy sets expectations for the prevention, detection and reporting of fraud and financial misconduct. It supports a consistent approach to managing fraud risk across the business and reinforces individual responsibility to act with integrity. We maintain a strong anti-fraud culture, operate clear reporting channels and investigate suspected fraud fairly and robustly. The Policy applies to all team members, and annual training is provided to ensure that they are well equipped to identify, prevent and respond to fraudulent activities and meet the requirements of the Economic Crime and Corporate Transparency Act 2023 (ECCTA).

100%

completion of annual 'Failure to Prevent Fraud' training

Responsible Technology Policy

Our Responsible Technology Policy sets out principles for the ethical, secure and sustainable design and operation of our technology, including the responsible use of artificial intelligence. It addresses governance, accountability, privacy, security, environmental impact and inclusive design. This policy supports innovation that builds trust and aligns with regulatory and stakeholder expectations.

Environmental Policy

Our Environmental Policy outlines our commitment to managing environmental impacts across our operations, including energy use, emissions and resource efficiency. It supports our wider sustainability strategy and climate-related disclosures.

Compliance, training and assurance

These policies are supported by clear communication, mandatory training and ongoing monitoring. Policies are reviewed on an annual basis, approved through established governance processes and made accessible via an internal information hub. Compliance is monitored through internal controls, reviews and independent assurance activities, including external audits and certifications where relevant.

Access all publicly available policies here: **www.gbgplc.com**

Governance continued

ESG ratings, scores and external validation

External ESG assessments provide an important source of independent validation of our approach to sustainability and responsible business practices. Over the past year, the Group has continued to engage with multiple recognised ESG ratings providers, using their feedback to inform internal priorities, strengthen disclosures and support ongoing improvement.

During FY26, we received our first CDP climate score, achieving a B- rating. This represents a significant milestone in the evolution of the Group's climate reporting and reflects the progress made in strengthening emissions data quality, governance and transparency. CDP is widely recognised by investors, customers and regulators as a leading global disclosure platform, and participation supports consistent, comparable and decision-useful climate information.

GBG also improved its EcoVadis rating during the year, maintained a strong AA rating from MSCI, and was assessed as Low Risk by Sustainalytics.

MSCI: AA	**EcoVadis:** 54
Sustainalytics Risk Rating: Low	**CDP:** B- climate

These external assessments provide independent insight into GBG's governance, risk management and sustainability practices and inform continuous improvement.

"Data ethics is non-negotiable. Backed by a strong regional network of privacy experts, we embed privacy and AI governance by design, building trust into every decision, product, and outcome."

Kate Lewis
Chief Privacy Officer



Conclusion

31 FY26 reflections and FY27 future focus

Protecting public trust every day

ROYAL borough of GREENWICH

The Royal Borough of Greenwich fights back against fraud with GBG Investigate

The challenge

Under the Accounts and Audit Regulations, the council is legally obliged to take measures to prevent and detect fraud. Its Internal Audit and Anti-Fraud Team works with multiple council services to conduct investigations and build cases against criminals.

The solution

New cases usually begin when council services or members of the public refer information on possible fraudsters, so the main challenges for the Audit and Anti-Fraud Team members lie in verifying the information provided and tracing individuals. This is when GBG Investigate's range of over 1.5 billion enhanced, interlinked records and its sophisticated searching and visualisation options come to the fore.

The result

During the National Fraud Initiative bulk matching exercises, GBG Investigate helps the team rapidly locate council residents likely living at other addresses, increasing their productivity. It also saves money by reducing the need for more expensive searches.

Proving that someone who claims to be living in their council property, but in fact isn't, then means the council can free that social housing up for those in genuine need. That prevents losses to the public purse and also makes best use of scarce, expensive assets. Criminals can also be forced to repay the cost of temporary accommodation or return any income from illegal subletting. The team is so effective that since 2002, nearby Bromley Council has subcontracted its fraud investigations to them.

Click or scan to read more online at:
www.gbg.com/en/our-customers/the-royal-borough-of-greenwich/

Conclusion

An impactful year

As we close FY26, I feel genuinely proud of the direction we are heading in. It has been a year of strengthening inclusion and building a deeper understanding of the global challenges that sit behind identity and location technology.

At the same time, the pace of change around us continues to accelerate. The evolution of AI and the speed of innovation is reshaping expectations and introducing emerging risks that we need to stay ahead of. It is an exciting time to be in this industry. We are working at the forefront of a space that is fundamental to building trust at scale, using technology to solve real-world challenges in a way that is both responsible and impactful.

FY26 reflections

A big part of this year was about improving how we measure and understand our impact, so we can track progress over time in a way that is credible and consistent. This started to come through more clearly over the year, with better visibility of how our products support access, inclusion and trust for customers globally, and a clearer understanding of where we can go further.

Alongside continued product development, we took the opportunity to look more closely at how we operate as a business. Our move to the Main Market prompted a detailed review of our processes and priorities, helping us simplify where needed and identify the areas that will have the greatest long-term impact.

In terms of environmental sustainability, improved data began to shift how we approach our priorities. We now have stronger visibility of our footprint, putting us in a solid position to set our SBTi near-term and net zero targets, supported by clearer reduction pathways. Our thinking on responsible technology also progressed over the year, leading to more informed and engaging conversations around AI guardrails, tech efficiency and the environmental impact of digital infrastructure.

On the people side, we strengthened the structures that support our global workforce, with clearer expectations and more consistent performance conversations. We recognise there is more to do to address structural and cultural barriers to diversity, but remain focused on progress, supported by a refreshed gender target that places equal emphasis on retention, development and hiring.

Overall, FY26 has been a year of building stronger foundations and facing into a fast changing landscape with more clarity. We are operating at the cutting edge of an industry shaped by AI, evolving risks and the growing importance of trust, and it is clear that we cannot stand still.

We're not just committed to creating a better digital world. We're committed to improving the real one too.



Hannah Williams
Head of Impact & Sustainability

Read more in our Annual Report at:
www.gbgplc.com/reports

Visit our website at:
www.gbg.com

FY27 focus

Looking ahead to FY27, our focus is on delivering measurable progress across our priority areas:

- **Advance our SBTi submission** and begin embedding validated targets into business decision-making
- **Deepen understanding of our supplier base** and implement a more structured approach to engagement
- **Continue integrating responsible technology principles** into how we design and deliver products
- **Review and update our climate risk register** to ensure it reflects current and emerging risks and remains a practical tool for decision-making
- **Evaluate our materiality assessment** to confirm it remains relevant and continues to reflect our most significant topics
- **Maintain focus on our gender balance**, supported by targeted actions to support progression and retention of females
- **Embed the role of the Workforce Engagement** NED, strengthening the link between employee insight and Board-level discussion
- **Use data from 'Foresight'** to better understand our products and outcomes, supporting more structured, evidence-based decision-making and reporting

Appendix

33 SASB table
34 ESG data table

Trust in every interaction

The challenge

As Dr. Martens expanded into new international markets, delivering a consistent and personalised customer experience became increasingly important. To maintain the reliable experience customers expected, the brand needed a trusted partner to improve data quality and reduce friction across the customer journey.

The solution

Dr. Martens partnered with GBG Loqate to deliver a seamless, data-driven customer experience. By implementing solutions to capture, verify and maintain accurate customer data across addresses, emails and phone numbers, the brand improved data quality and strengthened the customer journey from checkout through to delivery.

The result

Faster, frictionless checkouts through real-time address capture and verification technology improved the customer experience. Reliable deliveries reduced failed orders and customer frustration, while effortless scalability enabled Dr. Martens to confidently expand into new markets with clean, validated customer data supporting omnichannel experiences worldwide.

60+

countries supported by accurate customer data

Click or scan to read more online at:
www.loqate.com/en-gb/customers/dr-martens/

SASB table

The following table outlines the areas of this report where we disclose information related to the Sustainability Accounting Standards Board (SASB) guidance for our sector and industry (Technology and Communications, Software and IT Services).

Topic and accounting metrics	Metric	Disclosure	Unit of measure	Code
Environmental footprint of hardware infrastructure	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	(1) 2415.6 GJ total] (2) 83% grid (3) 21% renewable	Gigajoules (GJ), Percentage (%)	TC-SI-130a.1
	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or extremely high baseline water stress	Not disclosed	Thousand cubic metres (m^3), Percentage (%)	TC-SI-130a.2
	Discussion of the integration of environmental considerations into strategic planning for data centre needs	Page 10-11	n/a	TC-SI-130a.3
Data privacy and freedom of expression	Description of policies and practices relating to user privacy	Page 26	n/a	TC-SI-220a.1
	Number of users whose information is used for secondary purposes	Not disclosed	Number	TC-SI-220a.2
	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Not disclosed	Presentation currency	TC-SI-220a.3
	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	Not disclosed	Number, Percentage (%)	TC-SI-220a.4
	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Not disclosed	n/a	TC-SI-220a.5
Data security	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of users affected	Not disclosed	Number, Percentage (%)	TC-SI-230a.1
	Description of approach to identifying and addressing data security risks, including use of third-party cyber security standards	Page 26	n/a	TC-SI-230a.2
Recruiting & managing a global, diverse and skilled Workforce	Percentage of employees that require a work visa	Not disclosed	Percentage (%)	TC-SI-330a.1
	Employee engagement as a percentage	Page 21	Percentage (%)	TC-SI-330a.2
	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees, and (d) all other employees	Page 19	Percentage (%)	TC-SI-330a.3
Intellectual property protection and competitive behaviour	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	Not disclosed	Presentation currency	TC-SI-520a.1

SASB table continued

Topic and accounting metrics	Metric	Disclosure	Unit of measure	Code
Managing systemic risks from technology disruptions	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	Not Disclosed	Number, Days	TC-SI-550a.1
	Description of business continuity risks related to disruptions of operations	Not Disclosed	n/a	TC-SI-550a.2
Activity metrics	(1) Number of licences or subscriptions, (2) percentage cloud-based	Not Disclosed	Number, Percentage (%)	TC-SI-000.A
	(1) Data processing capacity, (2) percentage outsourced	Not Disclosed	Number, Percentage (%)	TC-SI-000.B
	(1) Amount of data storage, (2) percentage outsourced	Not Disclosed	Petabytes, Percentage (%)	TC-SI-000.C

N.B. This year marks our second year of alignment of reporting to SASB standards. We acknowledge that there is room for improvement in the level of disclosure, and we are committed to enhancing this in our subsequent reports.

ESG data table

Metric (FY26)	Number
Scope 1 (tCO_2e)	53
Scope 2 (market-based, tCO_2e)	239
Scope 2 (location-based, tCO_2e)	258
Scope 3 (market-based, tCO_2e)	14,478
Total Emissions (market-based, tCO_2e)	14,770
Global energy consumption (Scope 2: purchased electricity, MWh)	671
Global Renewable energy	21%
Emissions intensity revenue (tCO_2e/£m revenue, Scopes 1,2 & 3)	51.8
Emissions intensity employee (tCO_2e/employee, Scope 1,2 & 3)	14
SBTi Net Zero	Committed
Total workforce	1,055
Female representation in total workforce	36.9%
Female representation in senior management	36.4%
Gender pay gap (UK)	23.6%

Metric (FY26)	Number
Employee engagement score	91%
Voluntary attrition	7.9%
Average training hours per employee	11 hours
Employees receiving regular performance reviews	100%
Executive remuneration linked to ESG	Yes
Hours of privacy training	535
Phishing test failure rate	<5%
Independent Board Directors	66.7%
Board approved policies	15
Female representation on the Board	33.3%
CDP	B- climate
EcoVadis	54
MSCI	AA
Sustainalytics	Low Risk

Basis of preparation

This report covers GBG's environmental, social and governance performance for the year ended 31 March 2026 and relates to global operations on a Group basis. Environmental data is prepared in line with the Greenhouse Gas Protocol, including Scope 1, Scope 2 and relevant Scope 3 emissions, using recognised emissions factors and supplier data where available, with estimates applied where necessary. FY25 emissions have been restated to reflect improved cloud-related data, enhancing baseline accuracy without changing underlying activity. People, governance and community data is sourced from internal systems and reviewed by accountable data owners, with oversight through established governance structures. The report references SASB, TCFD, the Greenhouse Gas Protocol and the UN SDGs to support transparency and comparability and does not constitute externally assured information unless stated.

Ecologi

For every Report printed, we plant one tree.
View our forest at ecologi.com/gbg

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