

2024

IMPACT REPORT



CELEBRATING

10

YEARS



GOVERNANCE

13

WORKERS

19

CUSTOMERS

23

ENVIRONMENT

27

COMMUNITY

31

*“Be the change
you want to
see in the
world.”*





BE FAIR BE ETHICAL HAVE INTEGRITY BE INNOVATIVE



WHAT MAKES US DIFFERENT?

WE ARE THOUGHT LEADERS

As consultants, we see compliance not just as paperwork, but as a vital asset. We are thought leaders, leveraging our experience to help clients surpass goals, integrating into their teams and operations as our own.

CONTINUOUS LEARNING & INNOVATION

As thought leaders, we champion innovation by embracing new opportunities and fostering a culture of continuous learning and collaboration. This creates a psychologically safe space for experimentation and learning from failure.

WE'RE DEPENDABLE

We collaborate with clients on key projects, bridging knowledge gaps and transferring skills to empower them for independent operation. Our ethos prioritises client empowerment over prolonged consultant involvement.

WE DO THINGS RIGHT

While it may seem obvious, it's ingrained in our approach. If we anticipate not meeting expectations or project timelines, we communicate this upfront. We don't rely on wishful thinking.

WE DO THE RIGHT THING

We prioritise doing what's right, not just what's correct. This means we may decline work that doesn't align with our values. We foster a culture of ethical decision-making and collaborative problem-solving.

WE'RE AN ETHICAL EMPLOYER

We provide typical benefits and prioritise our team's well-being, always asking, 'What's the right thing to do?' A strong, diverse team is our top priority, benefiting our clients and enhancing risk management.

WE FOCUS ON COMMUNITY AND SOCIAL IMPACT

We support local communities beyond client work, with our consultants actively engaging in causes they care about. This benefits communities, strengthens relationships, and fosters inclusivity.

WE VALUE DIVERSITY

Our inclusive culture fosters innovation, creativity, and better decision-making by reflecting diverse perspectives, enhancing adaptability, and boosting employee engagement.

- WORK/LIFE BALANCE
- TRAINING INVESTMENT
- WE HIRE PEOPLE, NOT SKILLS
- LIVING WAGE EMPLOYER
- GRADUATE SCHEME
- FLEXIBLE WORKING HOURS
- DIVERSE AND INCLUSIVE LEADERSHIP
- IN-HOUSE MENTAL HEALTH FIRST AIDER
- PSYCHOLOGICAL SAFE SPACE
- GIVING BACK - SUPPORTING LOCAL CHARITIES
- EQUAL OPPORTUNITIES EMPLOYER
- ARMED FORCES COVENANT
- FINANCIAL MANAGEMENT ADVICE
- ABOVE AVERAGE ANNUAL LEAVE BENEFIT
- MENTAL HEALTH SUPPORT SCHEME
- LGBTQIA+ INCLUSIVE
- WORK EXPERIENCE
- FREE GP SCHEME

Helen Barge, Managing Director



During 2024 we started our B Corp re-certification and as we enter our 4th year as a B Corp and celebrate 10 years since the incorporation of the company, it's useful to reflect on why we became a B Corp and what we have learned over the last 10 years

When I established Risk Evolves in March 2015, I knew that my personal values were important in the shaping of the organisation.

Whilst profit is clearly important for any organisation, the way in which profit is achieved is paramount. As the business grew, we recruited from a wide variety of backgrounds individuals who shared the same ethos – not just to do things right, but to do the right thing for our clients and other stakeholders.

A chance discussion with Professor Helen Spencer-Oatey from Warwick University and GlobalPeople Consulting underlined this approach. Risk Evolves has a diverse workforce – diverse in the truest and broadest definition. Helen identified that we were recruiting according to attitudes and values.

She noted: “This contrasts with the ‘normal’ practice of recruiting according to skills or experience, where background and prior experiences are crucial, and which could then easily disadvantage

certain individuals (especially those from ‘non-traditional’ backgrounds). And of course, it’s far away from quota recruitment which is according to demographic.”

Whilst we had become a B Corp the previous year, her comments allowed me to focus on the reasons why the business continued to be successful, despite the challenging economic environment of Covid, Brexit, global conflicts, geopolitical tensions and so on.

Richard Branson is quoted as saying that: "Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients."

As a business owner, I’m immensely proud of what the team have achieved. Whether this is delivering exceptionally high quality services to our clients, establishing and running the Military Mentor scheme, our achievement of the Gold Award on the Employer Recognition Service for our Armed Forces, supporting and developing each other – the list is endless.

Being a B Corp is therefore important to Risk Evolves both inwardly and outwardly. It allows us to demonstrate our commitment to social and environmental responsibility, ensuring transparency, and demonstrating that we operate strong ethical business practices. We continue to give back to our community, whether this is as industry

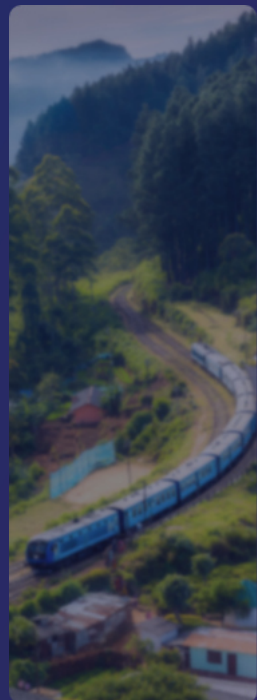
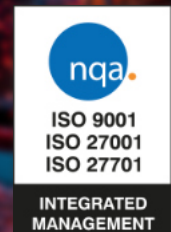
representatives, through the military mentor scheme, through the establishment of a local B Corp community for aspiring B Corp or helping at school career fairs.

We know that we're not right for every client we may meet. We know that we work best with clients who share the same vision, values and purpose as us. Similarly, I am confident that together with our ability to deliver great client experience, our ESG and B Corp values are one of the reasons that we continue to have a loyal client base.

Unfortunately, I do not have a crystal ball to predict what the next 10 years will look like. As we enter a period when other organisations are driving a 'return to the office culture' or decommitting from their environmental goals and DEI programmes, I am confident that for Risk Evolves, changing the values that have allowed the company to flourish over the previous 10 years is not an option that we will consider.

“I am confident that together with our ability to deliver a great client experience, our ESG and B Corp values are one of the reasons that we continue to have a loyal client base,”

JOURNEY TO BECOMING B CORP



We chose to become a B Corp because we believe in the power of business to drive positive change in the world. As our organisation grew and evolved, we recognised the need to formalise our commitment to social and environmental responsibility.



Our journey to B Corp certification began two years prior to 2022, sparked by our organisational growth and a deepening commitment to integrating sustainable practices into our operations.



2021



As we continued on our B Corp journey, we saw first hand just how impactful our efforts can be, even as an SME. The more we engaged, the more we realised that our commitment goes beyond business — In a world filled with challenges, keeping momentum is essential to driving lasting, positive change.



2024

Eager to share our passion for people and the planet, we collaborated with other local B Corps to amplify collective impact and inspire more businesses to join the movement towards sustainable practices.



Through it all, we've remained grounded in our commitment to good governance, upholding our certifications, and accreditations.

It has been a year of growth, recognition, and collaboration.

BEING A B CORP IS
*a state of mind
in motion*

Workers 53.4

Workers evaluates a company’s contributions to its employees’ financial security, health & safety, wellness, career development, and engagement & satisfaction. In addition, this section recognises business models designed to benefit workers, such as companies that are at least 40% owned by non-executive employees and those that have workforce development programs to support individuals with barriers to employment.

Financial Security	11.8
Health, Wellness & Safety	4.0
Career Development	7.3
Engagement & Satisfaction	7.0
Workforce Development	20.5



*Scores based on prior data, as updates were pending at publication.

IN 2024, we resubmitted for re-evaluation with B Corp, and it's hard to believe how quickly three years have passed since our last assessment. This moment has given us the chance to reflect on all we've accomplished as an organisation and with our partners and clients. It's been a time of growth, learning, and making a positive difference, and it's been rewarding to look back at the progress we've made. Of course, it's also a reminder that there's always more to do, and we're excited to keep building on the work we've started.

As we reflect on the past few years, we're proud of the steps we've taken—whether that's through deepening our commitment to sustainability, offering new opportunities for personal and professional growth, or creating spaces for our team to give back. Each of these efforts has had its own impact, but we also know there's always room to grow and evolve. Looking ahead, we feel inspired by the possibilities for the future, knowing that we can continue to improve and do even more meaningful work together.

As we move forward, our focus remains on creating lasting, positive change, and we're excited to keep working with our amazing team, partners, and communities to make that happen. We may not have everything figured out, but we know that we're on the right path, and we're looking forward to seeing what we can achieve in the years to come.

OUR TARGET FOR RE-CERTIFICATION IS 130 OR ABOVE

PLANET

TOTAL EMISSIONS FOR 2024
12.93t

TOTAL OPERATIONAL EMISSIONS
30%

70%
TOTAL TRAVELLING EMISSIONS



EMISSIONS PER FTE
1.85t

TOTAL OFFSET FOR 2024
4t

29t
LIFETIME CARBON AVOIDED AS OF MARCH 2025



PEOPLE

350HRS
CPD TRAINING

AVG. OF
50HRS
PER PERSON



155HRS
OF GIVE BACK

AVG. OF
8DAYS
HEALTH & SAFETY AT WORK TRAINING

93%
ANNUAL LEAVE TAKEN – ABOVE AVG.



GOVERNANCE



100%
OF SLT IDENTIFY AS FEMALE

86%
OF ESG GOALS SET IN 2023 WERE ACHIEVED



“Making Compliance Simple”



IN 2024, WE SET OUT TO:

Carbon Neutrality: Go beyond offsetting by optimising energy efficiency and promoting sustainable transportation.

Shareholder Engagement: Promote open dialogue with stakeholders, ensuring concerns are heard and valued.

Supply Chain Governance: Collaborate with partners to enhance best practices and social responsibility.

Maintain Excellence in Governance: Uphold existing certifications and transition to ISO27001:2022, maintaining robust privacy controls with ISO27701.

IN 2024, WE ACHIEVED THE FOLLOWING:

Carbon Neutrality: We advanced our initiatives but faced data challenges and increased travel demands. Despite this, we remain committed to finding solutions.

Internal Communication: We enhanced transparency by reinforcing open leadership and encouraging regular feedback sessions.

ESG Governance: We strengthened supplier requirements, prioritising local partners who share our values.

Governance Framework: We successfully upheld all pillars, including achieving the new ISO27001:2022 certification

GOVERNANCE

IN 2025, WE WILL FOCUS ON:

Simplifying Sustainable Transport Choices: Provide accessible options to encourage environmentally-friendly commuting and reduce travel-related carbon footprint.

Ongoing Shareholder Engagement and Accountability: Continue open dialogue with stakeholders, addressing concerns and ensuring everyone feels heard and valued.

Sustaining Ethical Supply Chain Practices: Enhance supplier governance by integrating ESG expectations into reviews and assessments.

Sustaining Governance Excellence: Uphold key certifications, strengthen information security, and maintain robust privacy controls to protect customer data.

OUR GOVERNANCE FRAMEWORK

We recognise that strong governance forms the bedrock of our operations, guiding our decisions and actions toward ethical, responsible and sustainable outcomes. We live this belief on a daily basis by encompassing a range of practices that uphold transparency, accountability and integrity throughout the organisation.



At the heart of our business are four core values: **Be Fair, Be Ethical, Have Integrity,** and **Be Innovative.** These principles guide every decision we make, shaping the way we work with our team, clients, and partners. More than just words, they are embedded into our daily operations, ensuring that as a team we foster a resilient, responsible, and forward-thinking business.

BE FAIR Fairness is about creating an environment where everyone, whether an employee, client, or supplier, is treated with respect and given the opportunity to succeed. Internally, we don't just hire for skills, we hire individuals who reflect our values, and who can contribute positively to our team culture. In this way, we have managed to build a diverse team, with diverse backgrounds and experience.

Externally, fairness extends to the way we select and work with clients and suppliers. We prioritise working with businesses and partners who share our commitment to resilience, ethical risk management, and doing the right thing. Our goal is to be along for the journey by building long-term relationships based on mutual respect and shared values.

BE ETHICAL Ethics are central to our operations and decision-making. Our industry-leading certifications, including ISO9001, ISO27001, and B Corp status, demonstrate our commitment to responsible business practices. We go beyond compliance by embedding ethics into leadership, empowering our team through clear roles and responsibilities, and delegating authority to ensure accountability and efficiency.

HAVE INTEGRITY Integrity means doing the right thing, even when no one is watching. Transparency, accountability, and honesty are the foundation of what we do. Our open communication structure supports every team member in understanding their role, responsibilities, and the expectations placed upon them. When selecting clients and partners, we carefully consider our own values and assess whether working with these organisations aligns with our ethical standards. We strive to collaborate with businesses that share our commitment to integrity, responsibility, and positive impact.

BE INNOVATIVE Being innovative in governance may not always seem exciting, but we make governance agile, accessible, and impactful by streamlining processes and eliminating unnecessary bureaucracy. Our practical approach embeds governance into clients' existing operations using familiar tools, while staying ahead of technological advancements to enhance efficiency without compromising accessibility.



DNA OF PROGRESS

At Risk Evolves, continuous improvement is in our DNA. **We drive change**, not just adapt to it. Every project, decision, and relationship is an opportunity to be better, smarter, and more innovative.

STAYING AHEAD OF THE CURVE

We don't wait for trends to dictate our next move; we anticipate them. Horizon scanning is one of the things our clients benefit from us. Every team member is empowered to challenge the status quo and propose solutions that push boundaries, ensuring we are always evolving.

BUILT FOR CONSTANT EVOLUTION

Continuous improvement is integral to our operations. We measure, assess, and refine in real time, aiming to transform processes and elevate outcomes. We don't just keep pace with industry standards, **we set them.**

PROGRESS AS A CULTURE

Our focus on improvement drives us to constantly elevate the value we provide to our people, clients and partners, creating not just a business, but a culture of innovation and resilience.



Recognised Living Wage Employer

B Corp - Best in the World: Workers

Armed Forces ERS: Bronze

Service Excellence Award
Company of the Year

EcoVadis: Gold

Finalist: IIRSM Risk Excellence
DEI Strategy of the Year

EcoVadis: Gold

Armed Forces ERS: Silver

NCSC Cyber Assured Provider

Thrive at Work Award
Foundation Level

Finalist: Scottish Ex-forces in Business
Advocate of the Year

EcoVadis: Platinum

Shortlisted: GCN Excellence Award

Re-signed Armed Forces Covenant

Armed Forces ERS: Gold

Stay tuned...

2021 | 2022 | 2023 | 2024 | 2025

IN 2024, WE SET OUT TO:

Invest in leadership development programs: Cultivate the next generation of leaders within our organisation and enhance their leadership capabilities

Promote knowledge sharing and collaboration: Among the team by facilitating cross-pollination of skills

Build on the foundations set in 2023: We will provide a clear pathway for career advancement, by offering mentoring and coaching programs

IN 2024, WE ACHIEVED:

We made significant strides in Leadership Development by providing mentors and empowering employees to own client relationships. Our approach combines formal mentoring with informal shadowing, fostering growth and learning from mistakes.

We successfully promoted Knowledge Sharing and Collaboration through initiatives like our weekly 'Projects Call' and active Teams chat. These efforts encourage skill exchange across teams and we're committed to expanding them.

By the end of 2024, we established a clear process for cross-seeding skills and experience. Building on our 2023 efforts, we continue to support both industry-specific and elective development opportunities.

IN 2025, WE WILL FOCUS ON:

We want to grow our leadership capabilities by helping team members build stronger client relationships and refine their account management skills. Through ongoing mentorship and hands-on experience, we expect to support employees in becoming confident leaders who can manage client needs and make thoughtful business decisions.

We will continue to aim for a more well-rounded and adaptable team by encouraging a blend of specialised and general skills. This helps us build resilience within the business, allowing our people to tackle new challenges with confidence and versatility.

We'll keep investing in the growth of our team by offering a mix of industry-specific and personal development training. This allows everyone to stay ahead of trends while also focusing on their personal goals.

WORKERS

INCLUSIVE AND DIVERSE WORK ENVIRONMENT

At Risk Evolves, we prioritise regular training and encourage open dialogue to support inclusivity. Our training sessions are a mix of formal and informal opportunities for learning, where we openly share our experiences and backgrounds. One of our favourite topics is 'Life in the UK', where we have fun discussing UK culture using landmark TV shows or music in a lighthearted way, giving everyone a chance to connect and learn about each others cultures.

We focus on hiring individuals based on their potential and fit for the team, not just their skills. By doing this, we ensure that we build a diverse team that brings unique perspectives and experiences to the table.

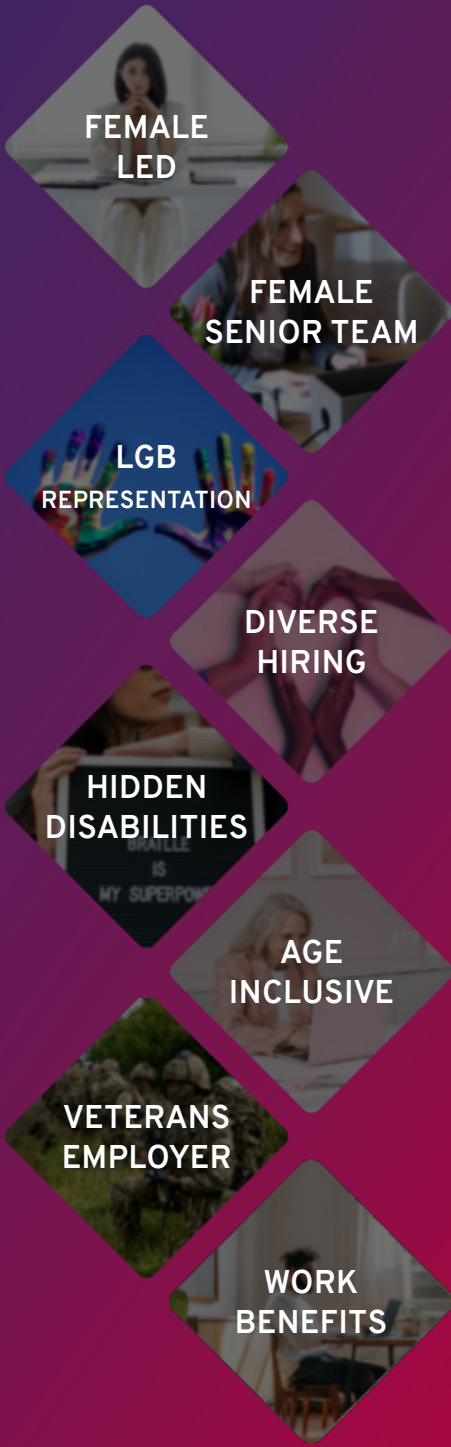
To support a healthy work-life balance, we offer flexible working arrangements. Whether it's starting later because you're not feeling your best or finishing early to meet personal or family needs, we understand the importance of flexibility and make sure everyone can meet their personal commitments while achieving work goals.

We've created a psychologically safe space where everyone feels empowered to take risks, knowing that there is no real

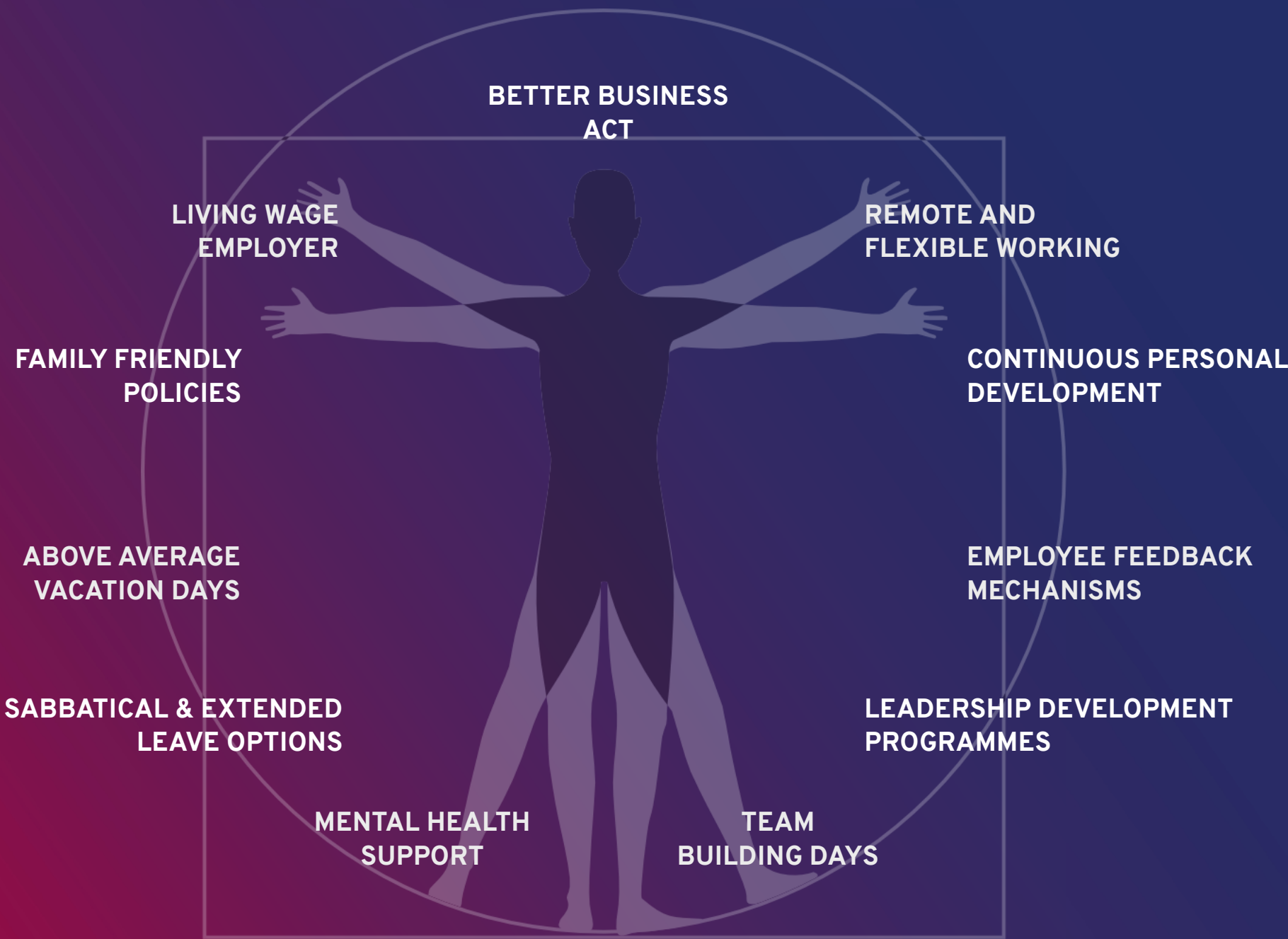
“failure”—only opportunities to learn, grow, and address any weaknesses. Personal ambitions are also important to us, so we actively take into consideration each individual's personal growth pathways, interests, and boundaries. We believe in supporting our team's journey and ensuring that their goals align with the company's mission, fostering both professional and personal fulfilment.

Our open door and communication policy is central to the way we operate. We encourage transparent conversations where everyone feels comfortable sharing ideas, feedback, and challenges. This creates a culture of trust and support, where we work collaboratively to ensure the success of both the team and the organisation.

By fostering an environment where every individual feels heard, valued, and supported, we've created a space where employees are not only able to bring their full selves to work, but are also empowered to thrive. Which ultimately leads to a better outcome for our clients



WELLBEING BEYOND THE WORKPLACE



At the heart of our culture is a commitment to creating a positive, inclusive, and supportive environment where open communication and collaboration thrive. We believe in empowering our team with flexible work options and a strong focus on health and safety, ensuring everyone feels valued and cared for. By fostering a culture of belonging and engagement, we cultivate meaningful connections that inspire personal growth and collective success. This approach not only strengthens our team but also drives impactful results for our clients, creating a shared sense of purpose and achievement.



CONQUEROR CHALLENGE

In 2023, we kicked off the Conqueror Challenge as a way to bring the team together outside of work, encourage healthy activity, and contribute to a meaningful cause. This virtual challenge allows everyone to take part, whether through walking, running, cycling, or even daily activities like housework and climbing stairs—every step counts toward completing a virtual route.

We started with the Tokyo route (45 miles), choosing a distance that was achievable for all abilities. True to

Risk Evolves’ nature, we overachieved and completed it far ahead of our target! With our first shiny medal in hand, we set our sights on a bigger challenge: Route 66 (2,280 miles). We are now two-thirds of the way across America and pushing towards a strong finish.

Beyond team building and fitness, this initiative aligns with our commitment to sustainability. For every 20% of the route completed, The Conqueror Challenge supports environmental sustainability by planting trees or preventing plastic

waste. These efforts are carried out through partnerships with Veritree and Plastic Bank (for plastic collection), ensuring real, verifiable environmental impact.

This challenge is more than just exercise; it’s about collective achievement, camaraderie, and leaving a positive mark on the planet. We can’t wait to see where the next challenge takes us!



IN 2024, WE SET OUT TO:

- Enhance Customer Experience:** Continue to improve the overall customer experience by implementing and maintaining our feedback-driven improvements across all touchpoints
- Customer Retention and Loyalty:** Build long-term customer relationships and fostering loyalty by implementing personalised communication strategies, empowering our team to proactively provide account management

IN 2024, WE ACHIEVED THE FOLLOWING:

- In 2024, we mapped customer journeys to identify improvement areas. We refined communication styles and streamlined processes.
- We've enhanced customer retention by empowering our team with tools and authority for proactive account management, strengthening client relationships and partnerships.

IN 2025, WE WILL FOCUS ON:

- Elevate Customer Experience:** Further refine and personalise the customer journey by leveraging data insights to anticipate client needs, enhance responsiveness and optimise key touchpoints to ensure clients benefit from our learned experience across industries, innovation and a partner to grow with.
- Develop Scalable Solutions for Growth:** Ensure our processes and client engagement strategies are adaptable and scalable, allowing us to support clients more effectively as their businesses evolves and grow.

CUSTOMERS

“VERY OPEN.
THEY MAKE WHAT THEY DO FIT
WITH WHAT WE ARE ALREADY
DOING”

“THEIR KNOWLEDGE
IS OBVIOUSLY GOOD”

“VERY POSITIVE, VERY
COLLABORATIVE, VERY COLLEGIATE”

“EVERYONE THERE IS
VERY EAGER AND
ENTHUSIASTIC”

“ENJOYABLE
EXPERIENCE”

“THE WORK THEY ARE DOING WITH THE EX-
MILITARY ESPECIALLY AS OUR WORK IS
FOR PEOPLE IN AN UNDERREPRESENTED
AND NEURO DIVERGENT GROUP”

“MEANS YOU CAN
SLEEP AT NIGHT”

“THE WHOLE TEAM ARE SO
SUPPORTIVE, ACCOMMODATING, IT’S
NOT TRANSACTIONAL THEY DO
TAKE THE TIME TO MAKE SURE YOU
UNDERSTAND AND ARE UPSKILLED”

“VERY SMOOTHLY. FRIENDLY.
KNOWLEDGEABLE PEOPLE”

“TAKING THE TIME TO UNDERSTAND
HOW OUR BUSINESS OPERATES AND
THEN TAILORING THEIR SERVICE
OFFERING TO MEET THAT NEED”

“ATTENTION TO DETAIL IS
PRETTY IMPRESSIVE.
THEY’RE HONOURABLE”

I have always felt heard... and I know that
if I'm stuck on something that all I have
to do is send an email and someone will
get back to me as soon as they can

I have recommended Risk Evolves
outside of my work capacity to people in
the organisations out of their work area
because they're really good. I think
they're well above average

They're just very thorough in
what they do. We're in safe hands

One of our absolute favourite people
to work with. They are unusually
pragmatic in their approach

They inspire you to think about things
that seem quite boring in a more
interesting way

They've been a breath of fresh air

Taking the time to understand how our
business operates and then tailoring their
service offering to meet the need. Excellent

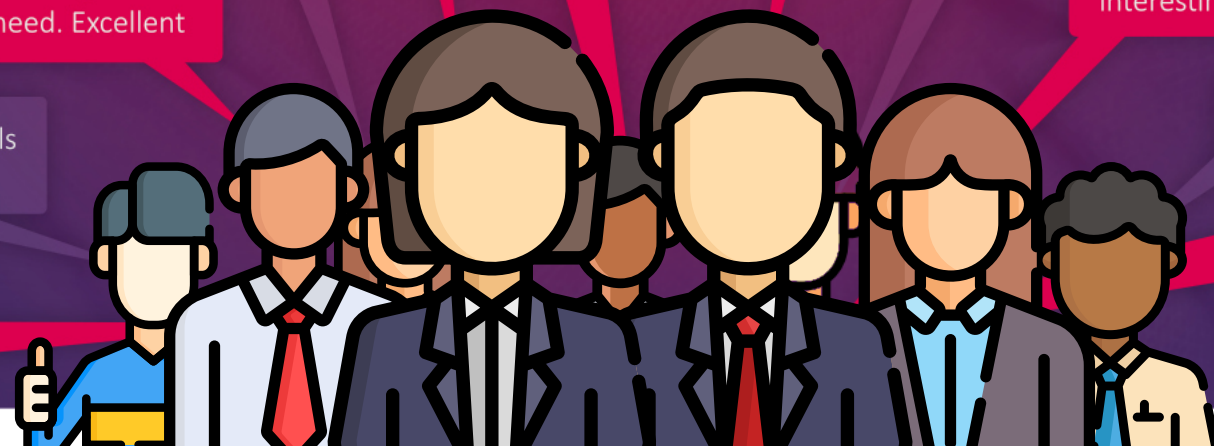
Access to very highly skilled professionals
from broad backgrounds and industry

They have given us the confidence

Risk Evolves are always very oriented to
their clients, they understand small
business

Genuinely, they're just a nice company
that seemed to do things in the right
way for the right reasons

Every year, we work with an impartial market research agency to survey our clients and assess our performance. This is an essential component of our ISO 9001 quality management system and is also essential to comprehending our client experience. Good or bad, we look forward to the responses and feed it back to our teams as a way of motivating, as well as adopting new and better strategies of meeting our clients expectations.



We are practical in our support which is not just a case of always saying yes, but challenging clients on what is the right thing to do for them. We don't just focus on the task list – we stay mindful of the bigger picture.

– ANDY, SENIOR CONSULTANT

Working in data privacy often means we're stepping in during stressful, high-pressure moments. Clients might be dealing with a data breach or a subject access request, and the last thing they want is to talk to an unfamiliar face about it—it can feel overwhelming and even intimidating. We're here because we truly believe we can make a real difference in these tough situations, both for their business and their peace of mind. Helping clients navigate these challenges is incredibly rewarding, and it's what drives my passion for the work we do.

– ANNA, SENIOR CONSULTANT

Customer relationships are important to us. As the Business Operations Manager, I engage with clients throughout their journey; building a strong rapport all while 'keeping the wheels on the bus' ensuring the client needs are met with care and efficiency.

– DEBBIE, BUSINESS OPERATIONS MANAGER

Every day brings a new challenge with our clients, and that's exciting. Working with SMEs means I see firsthand the impact of what we do. We don't just provide a service—we become an extension of our clients' teams, embedded in their journeys, tackling unique challenges alongside them. That sense of purpose, of knowing that my work genuinely matters, is what keeps me motivated.

– MUNEEBAH, SENIOR CONSULTANT

The feeling that you are helping clients to achieve a better, safer standard of operations is what drives me to work everyday. This is especially true with smaller organisations who want to improve their systems but have strained resources or minimal knowledge on the subject – "We want to be better, we just don't know where to start'.

– PHILL, CONSULTANT

IN 2024, WE SET OUT TO:

Optimise Transportation: Reduce emissions by promoting car-pooling, public transport, and remote collaboration.

Enhance Webinar Series: Expand our webinars to engage a broader audience.

Foster Environmental Stewardship: Invest in rewilding and reforestation projects, empowering our team and local community to participate in environmental initiatives.

IN 2024, WE ACHIEVED THE FOLLOWING:

Optimise Transportation: Increased demand for in-person consultancy, which enhances knowledge transfer, made this challenging. However, we reduced emissions by using online platforms like MS Teams, attending 860 online meetings in the last three months of 2024.

Enhance Webinar Series: We relaunched our free webinar series but only managed one session in 2024. Our senior leadership team has reviewed the challenges and we're entering 2025 with a clearer direction and renewed focus.

Environmental Stewardship: We explored environmental opportunities and participated in volunteer days, but formal investment isn't currently feasible. We remain committed to supporting environmental causes within our capacity.

IN 2025, WE WILL FOCUS ON:

Emissions Reduction Strategies: We will quantify and optimise remote work emissions savings using virtual platforms and promote greener travel options to reduce our carbon footprint.

Sustainable Workplace Practices: We will continue and expand remote work where feasible to reduce office energy consumption and travel emissions. Additionally, we will maintain a near paperless environment and continue using digital invoicing and payment methods to further reduce our environmental footprint.

Responsible Waste Management: We aim to recycle our e-waste in an environmentally safe manner and offer recycling services for employees' confidential waste

ENVIRONMENT

TOTAL EMISSIONS FOR 2024

12.93t

EMISSIONS PER FTE

1.29t

WORK FROM HOME

64%

OF TOTAL OPERATIONAL EMISSION



TOTAL OPERATIONAL EMISSIONS

30%

11t AVOIDED VIA

SOLAR ELECTRICITY GENERATION IN INDONESIA	REPAIRING WATER BOREHOLES IN ERITREA
HIGH-EFFICIENCY COOK-STOVES IN TANZANIA	PROTECTING MATAVÉN FOREST, COLUMBIA
AVOIDING METHANE EMISSION FROM LANDFILL, BRAZIL	RESTORING BLUE CARBON SYSTEM

TOTAL TRAVELLING EMISSIONS

70%

	2021	2022	2023	2024
Emissions				
Scope 1	1.64	4.86	10.27	8.10
Scope 2	3.6	3.37	4.57	3.12
Scope 3	0.019	0.96	2.47	0.2
Total Emissions	5.27	9.19	17.30	12.93
Total tCO _{2e} per FTE	1.05	1.02	1.73	1.29

In 2024, our total carbon emissions amounted to 12.93 tonnes of CO2 equivalent, with 30% attributed to operational activities and 70% linked to travel-related emissions.

This figure marks a decrease from the previous year's emissions of 17.3 tonnes in 2023. This is largely due to our team restructuring.

At the end of 2024, we began our trial of a fully remote team to test its impact on both emissions and employee well-being. We're still evaluating how this shift affects our carbon footprint and how it benefits flexibility and work-life balance.

To tackle our carbon footprint, we combined carbon avoidance—reducing emissions through energy efficiency and sustainable transport—and offsetting by investing in projects that reduce CO2 elsewhere. This dual approach helps us make meaningful progress, and we're committed to refining it further to align with our sustainability goals.


As an organisation, we recognise that the need to address environmental issues is more pressing than ever, and we are committed to playing a proactive role in advocating for sustainable practices and raising awareness about the urgency of the climate crisis. In line with this commitment, we have prioritised environmental advocacy as a key aspect of our operations and have undertaken various initiatives to promote this cause.

In 2022 we began a series of webinars designed to provide practical guidance and support to companies looking to adopt environmental concious frameworks like BCorp or Ecovadis, and to help them understand the benefits of doing so.

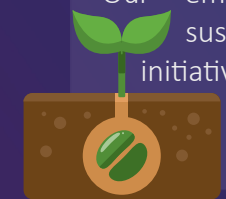
In 2023, we channelled our focus inward, and sought to educate and enable our team on sustainable practices that they can use at home or share within their local communities and families.

In 2024, we rolled up our sleeves and hit the fields, joining forces with a fellow local B Corp for a hands-on rewilding adventure! With plenty of teamwork, laughter, and a dash of muddy boots, we spent time giving back to nature—one tree, shrub, and wildflower at a time.

On our B Corp journey, we believe every small step counts. Each webinar, initiative, and moment contributes to a more sustainable world. We're proud of our progress and excited to continue learning, growing, and making a difference, one step at a time.



We provide employees with a secure and convenient way to bring in their personal confidential waste for recycling, ensuring that sensitive information is disposed of responsibly while minimising landfill waste.



Our employees are deeply invested in our sustainability goals, actively participating in initiative and fostering a culture of environmental responsibility. Their engagement drives meaningful action.



We believe in keeping it local, reducing air miles, and supporting sustainability efforts within our own community. We prefer to support other local business and collaborate on initiatives that promote a more sustainable environment.

AVOID CONTRIBUTING TO POLLUTION
BY SAFELY DISPOSING OF WASTE

SUPPORT FAIR
LABOUR PRACTICES

ENCOURAGE USE OF GREENER
TRAVEL OPTIONS TO MINIMISE
CARBON EMISSIONS

ENCOURAGE THE USE
OF DIGITAL MEETING
TOOLS

LIVING THE PRINCIPLE



DO NO SIGNIFICANT HARM

REDUCE SINGLE-USE
PLASTICS WITHIN OUR
CONTROL

GUIDE CLIENTS TO CHOOSE
ENVIRONMENTALLY RESPONSIBLE
VENDORS AND PARTNERS

PROMOTE SOLUTIONS THAT
USE RENEWABLE ENERGY
SOURCES

DEVELOP DISASTER RECOVERY PLANS
WITH LOW ENVIRONMENTAL IMPACT

As a small and growing business, like many other SMEs, we face the same challenges when it comes to balancing limited resources with our desire to contribute positively to the environment. With constraints in time, funding, and the ability to create large-scale impact, it can often feel overwhelming. However, we believe in thinking outside the box and have chosen to embrace the principle of 'Do No Significant Harm (DNSH)'.

This means we focus on actions that avoid causing any substantial negative effects on the environment, allowing us to make mindful decisions in our growth. By committing to DNSH, we continue to reduce our environmental footprint and align our business goals with sustainability, always striving to do our part, no matter the scale, to ensure a better future for both our business and the planet.

IN 2024, WE SET OUT TO:

Achieve ERS Gold: Continue to support service leavers through resettlement journey, increase and diversify the methods of support

Skills-Based Volunteering: Offer skills-based volunteering opportunities where employees can utilise their professional expertise to support local organisations and community projects.

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IN 2024, WE ACHIEVED THE FOLLOWING:

We achieved ERS Gold in October 2024 and hosted two service leavers in our mentoring scheme

We re-signed the Armed Forces Covenant, building connections with similar organisations for 2025

We formed a Midlands B Corps 'Social Group' to enhance visibility and collaboration

Our MD shared expertise at SASIG, FSB, and other forums, demonstrating local commitment

All staff volunteered in community initiatives, contributing their skills where needed to make a meaningful difference

IN 2025, WE WILL FOCUS ON:

Maintain ERS Gold: Continue to support service leavers through their journey of resettlement and increase and diversity the methods of support

Strengthen Local Community Partnerships: Continue strengthening our commitment to the ERS by maintaining and expanding connections within the Armed Forces community, fostering collaborations, and supporting veterans through our growing network

Skills-Based Volunteering: Continue to seek opportunities and engagement for skills-based volunteering opportunities where employees can utilise their professional expertise to support local organisations and community projects

COMMUNITY



The Armed Forces Covenant represents Britain's commitment to support current and former military personnel and their families. This pledge ensures that those who serve or have served, along with their families, receive equal access to opportunities and services without disadvantage. The Employer Recognition Scheme (ERS) acknowledges private sector contributions in supporting UK Defence Veterans as part of this covenant.



The Ministry of Defence offers businesses two ways to demonstrate support for armed forces veterans. Organisations can sign the Armed

Forces Covenant or show tangible actions supporting the community, which may earn recognition through the Employer Recognition Scheme.

Our journey began in 2022 when we welcomed our first armed forces veteran. His insights into the military-to-civilian transition inspired us to create an internal programme and join the Defence Recognition Scheme.

Risk Evolves initially signed the Armed Forces Covenant and received the ERS Bronze Award. We built upon this foundation in 2023 with the Silver Award, and in 2024, we achieved the Gold Award for our continued commitment. Through our service leaver mentorship programme, we are able to support those transitioning from military to civilian life, creating meaningful impact within the wider Armed Forces community.

As part of our broader commitment to the Armed Forces Covenant, we developed a service leaver mentoring program to support service leavers in their transition from military service to civilian careers. This program offers Service Leavers the chance to explore how their existing skills can be applied in a business environment. During their week at Risk Evolves, they have the opportunity to shadow various team members and participate in key activities, such as shadowing on client meetings, joining webinars, and interacting with our partner organisations.

This hands-on experience is aimed at helping participants gain a better understanding of what their role could look like outside of the military, boost their confidence and supporting them through the transition process. It also aims to addresses common challenges, like imposter syndrome, and navigating civilian culture, by offering a safe and supportive environment.

In 2022, inspired by the experience of our first Armed Forces veteran

hire, we launched this internal program and joined the Defence Recognition Scheme. Since then, we have extended the opportunity to ex-services personnel, giving them a chance to experience our operations firsthand.



In 2023, we mentored two additional service leavers, following the initial six in 2022. In 2024, we proudly hosted three service leavers as part of this initiative. This milestone further underscores our dedication to supporting service leavers.

While we don't formally measure the impact of this program, we are always inspired by the feedback we receive, which reinforces the positive difference this initiative is making in the lives of participants.

“ All the team were really friendly and made me feel welcome, everyone was happy to spare their time for me and answer any questions. I found the week extremely useful as an insight into a risk management consultancy, would highly recommend it to other service leavers looking to pursue a career in the field. ”

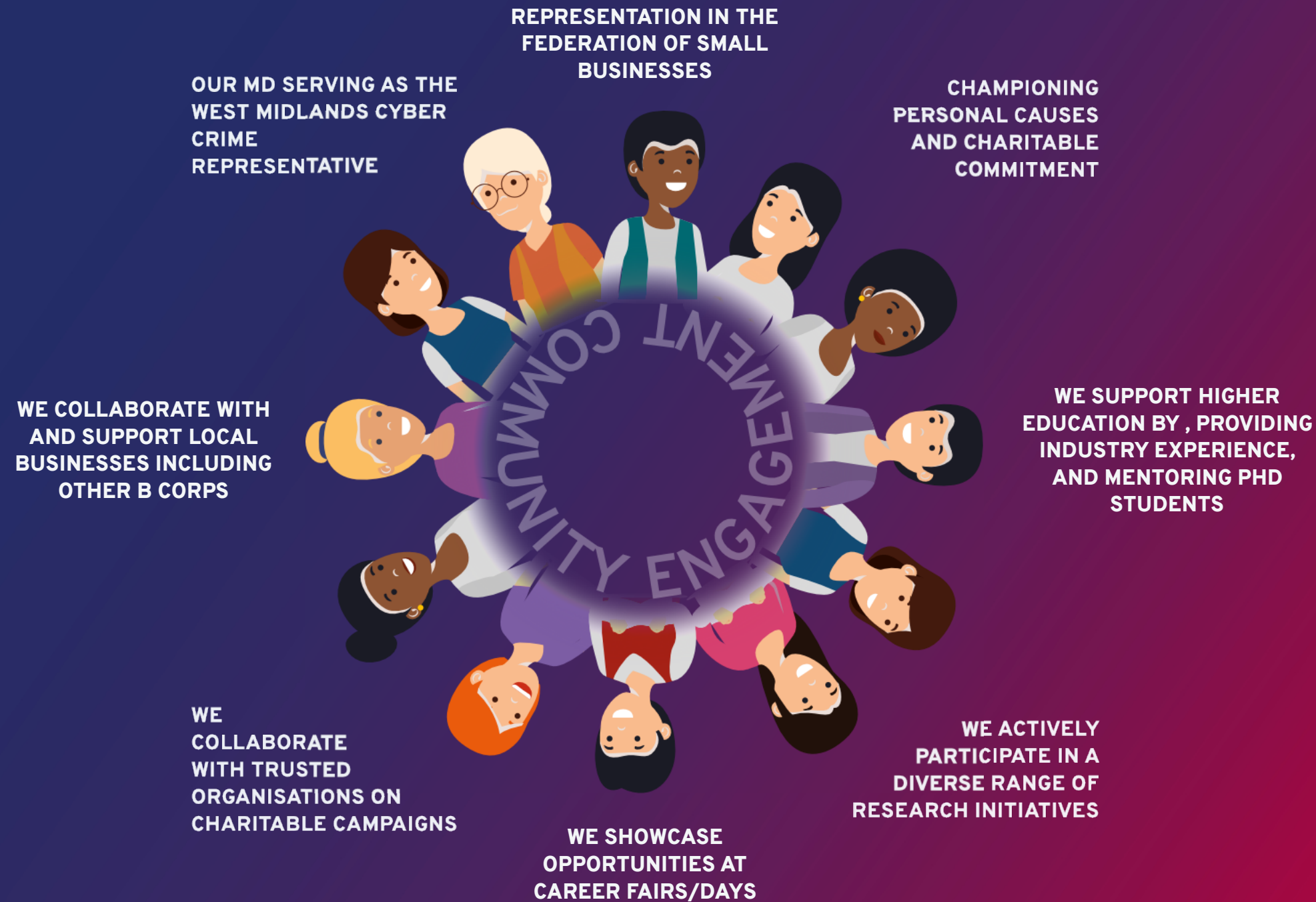
Colin

“ I think spending a week like this at Risk Evolves is a valuable experience for anyone like myself going through resettlement and I would highly recommend it to any other service leaver looking to go into this field. It's definitely helped dispel some of the 'imposter syndrome' and given me more confidence in the skills/experience I have to offer when I join 'civvy street'. ”

Chloe

“ I thoroughly enjoyed my time with Risk Evolves, It was a fantastic insight into a civilian consultancy, expelled a lot of concerns and reinforced my commitment to being employed in the field in the future. Thank you. ”

Sam



SUPPORT FOR CHARITIES & COMMUNITIES



In 2024, Risk Evolves continued our support to the Royal Regiment of the Fusiliers. It was through this considerably small contribution that we were introduced to the profound impact of small actions.

A donation as modest as £30 can yield substantial outcomes. Organisations like the Beacon in Catterick Garrison, dedicated to supporting veterans' sheltered housing needs, rely on such contributions to sustain their vital services.



We are proud to support The Veterans Contact Point(VCP), an incredible charity dedicated to helping those who have served in the UK Armed Forces across Coventry, Solihull, and Warwickshire.

Established in partnership with the Warwickshire Probation Service and SSAFA, VCP began by supporting veterans in the criminal justice system, providing guidance, peer support, and a second chance. Over the years, it has grown into a

£30 to the RRF would provide a Fusilier veteran with access to a room, cooking facilities, food, career advisors and benefits advisors for a full week. Collectively, as donations accumulate, their impact grows exponentially, creating a larger and more significant effect

At Risk Evolves, we believe in the inherent power of small cumulative actions, understanding that when we come together, our combined efforts can create transformative change and make a meaningful difference in the lives of others.

vital resource, offering a safe space, mental health support, and assistance to veterans in need.

In 2024, Risk Evolves supporting the organisation by funding the redesign of their website, ensuring they could continue their mission with a modern, accessible platform. We worked with a trusted supplier to deliver this project, and in a testament to the strength of our partnerships, they have since continued to support VCP independently.



For us, supporting VCP is about more than just a project; it's about giving back to those who have given so much. Their ethos of "being there without judgement" aligns with our own values, and we are honoured to contribute to their ongoing work. We believe in working with great people who make a difference, and we are committed to continuing our support for veterans.

We asked our employees to reflect on their personal experiences and the impact of their work at Risk Evolves. Through their stories, we gained insights into what motivates them to be part of our team, how their roles have shaped their growth, and the meaningful moments that reaffirm their decision to work with us. Looking ahead, they expressed their aspirations for future impact, connecting their personal goals with the broader mission of Risk Evolves.



I joined Risk Evolves as its first employee, stepping away from a large corporate world where I was one among thousands. Moving to an SME felt like a leap into the unknown, but what truly made me say, “I want to work there,” was Helen.

The pandemic gave me the chance to reassess what I wanted from my career and what truly mattered to me. When I came across Risk Evolves, I didn’t just apply; I did my research. What I found was nothing short of inspiring. Helen wasn’t just a leader; she was a force and beyond that, she had built something with purpose. Once I officially joined Risk Evolves, I got to experience firsthand her leadership, and mentorship.

Risk Evolves has given me the space to grow and experiment, surrounded by brilliant colleagues who challenge and inspire me. We share a high standard of ethics, fostering an environment of integrity and mutual growth.

Four years in, not a single day has been dull. I’m proud of how far we’ve come, and I look forward to everything that lies ahead. — Muneebah



Having known Helen from a previous employer, I was always aware of the respect my colleagues had for her. When we reconnected at a social event, I was excited to hear about her growing business and the need for admin support.

I joined Risk Evolves in 2016, when flexibility was a must for me. Our own little version of hybrid working before it even had a name!

As the business grew, so did my role ‘evolved’ into a full-time position that felt like a natural next step. Learning from the team has been inspiring, and every day brings new opportunities to grow, contribute and make an impact. From award wins to supporting ex-service personnel, it’s been an incredible journey. — Debbie

*“...a spoonful of sugar,
a dash of integrity
and a pinch of fun...”*

I was lucky to work with Risk Evolves as our Consultants in a business I worked with, many years before I joined the team. This means that I experienced what Risk Evolves was all about, and from our first engagement it was clear that our ethical & practical approach aligned. A few years down the line and I had the amazing opportunity to join the team and jumped at it!

I stay because I’m a friendly geek who gets to work with an incredible team of other friendly geeks, doing good things for good people, and helping great businesses navigate the ever evolving world of data protection and compliance.

What drives me every day- I just love my job. When I open-up my laptop in a morning, or answer the phone, I’m never sure what to expect- as Forest Gump said, “life is like a box of chocolates, you never know what you’re gonna get”, and that must have been written about working in data privacy.

Moving forward I hope to keep learning, growing and helping our fabulous clients navigate what can feel like a complex world of compliance and data protection, bringing a spoonful of simplicity, a dash integrity and a pinch of fun to their world. — Anna

Working at Risk Evolves has allowed me to continue to raise a young family, whilst using the skills, knowledge and experience I have gained over the course of my career. The ethos of ‘doing the right thing’ resonates with me personally and we always strive to do what is fair and morally right for our clients.

The impact working at Risk Evolves has had for me personally is massive; the ability to work flexibly to meet the needs of my family means the ‘juggle’ is easier to manage, whilst continuing to further my skills and knowledge within the industry, makes me feel like a valued and trusted member of the team.

Last year was a difficult year for myself in a personal capacity, however I would not have been able to navigate this time without the support and reassurance from the team, which further reinforced for me I made the right decision to join the Risk Evolves team. The team’s dedication to our clients, the wealth of knowledge and experience we all share, and the enthusiasm to help each other is reflected in the work we do – we may be a small company, but we are mighty! We always strive to have a positive impact, not only on our clients but within the wider community too. — Kirren



During my resettlement, I knew I wanted to work somewhere that treated its staff well and worked like a team with an ‘all for one and one for all’ mindset. Having met some of the team as one of the first service leaver mentees, it was clear that this was the place for me and continues to be so.

Working with Risk Evolves has impacted me in a way I could not have predicted. The team made me feel welcome from day one and have accepted my flaws and all. My strengths have been put to good use and my weaknesses turned into opportunities through mentored and refined until they grow into strengths as well. This method has made me professionally and technically robust and increased my confidence tenfold.

The one experience that has reinforced my decision to remain at Risk Evolves is the people and the team ethos. We are all invested in seeing the company do well and we all look out for each other’s welfare; Just like the military.

In 2025, I hope to get out and do more networking! — Phill

WE CHOOSE OUR PARTNERS CAREFULLY

As a small business, we recognise that we are part of a larger ecosystem, and that collaboration and partnerships are essential to achieving our goals. We understand that we cannot do everything alone, and that building a strong network of partners and allies is critical to our success.

When it comes to choosing our partners, we take great care to ensure that they share our values and are aligned with our mission and vision as an organisation. We believe that partnering with like-minded individuals and organisations is essential to

achieving our objectives, and we seek out partners who are committed to making a positive impact in the world.

One of the key criteria we use when selecting partners is their commitment to the idea of 'do no harm'. We believe that businesses have a responsibility to act in a sustainable and socially responsible manner, and we expect our partners to share this commitment. We carefully evaluate each potential partner's approach to environmental sustainability, social responsibility, and ethical business practices to ensure that we are working

with partners who share our values.

By working with partners who bring complementary expertise, resources, and networks to the table, we can expand our reach and capabilities and take on larger and more complex projects.

It is in building these strong networks of partners and allies, that we believe we can make a meaningful difference in the world and contribute to a more sustainable and equitable future.



CELEBRATING

“

It's not just about doing it right but...

DOING THE RIGHT THING.

10

YEARS