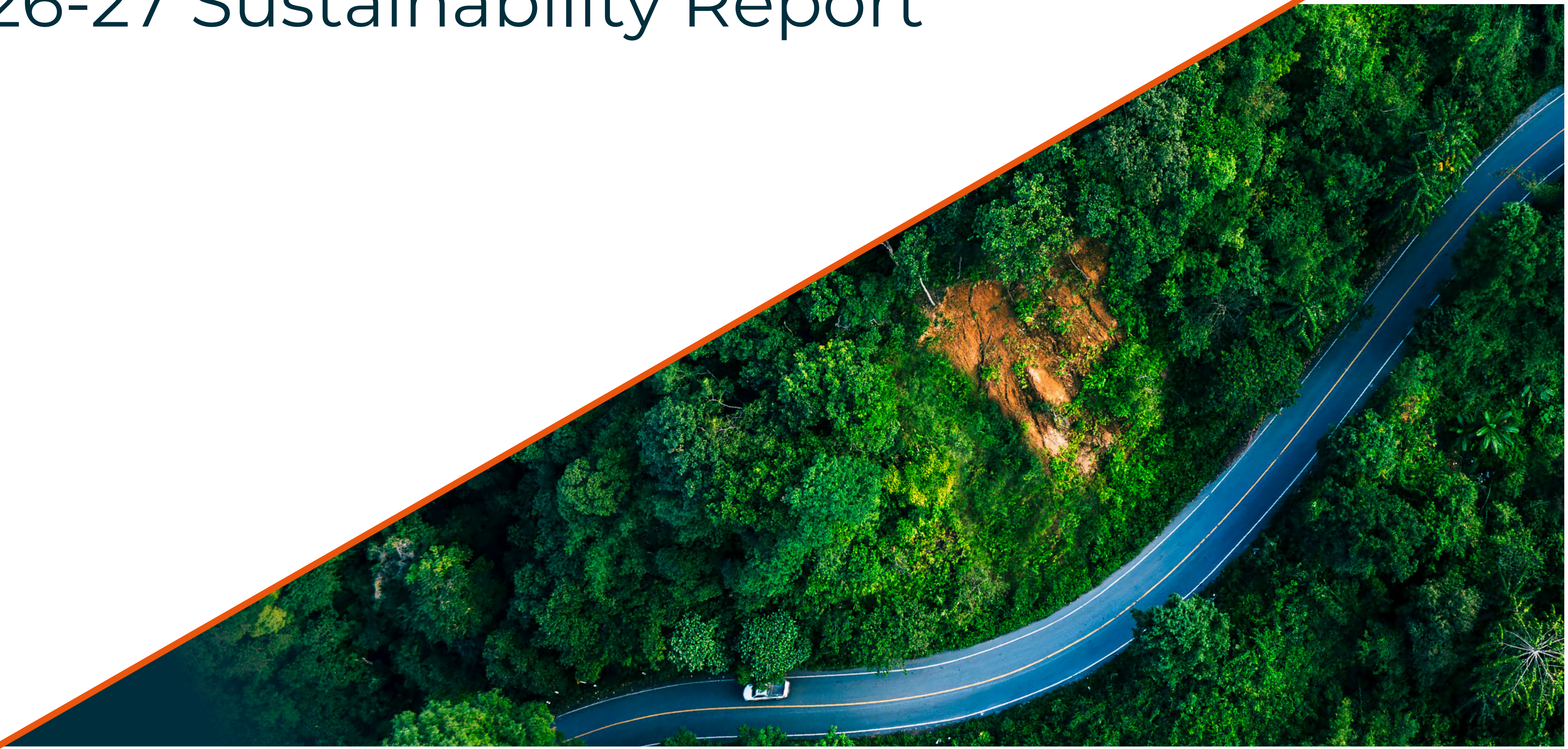
Broadstone
2026-27 Sustainability Report



I am pleased to share our fifth Sustainability Report, which explains how we support our clients, our people, our environment and our firm.

This year's report covers a period of substantial growth for Broadstone. It summarises our progress against our key people and environmental targets, and reflects how acquisitions have affected some of our measures. It also sets out the priorities and goals that will guide our work over the coming years.

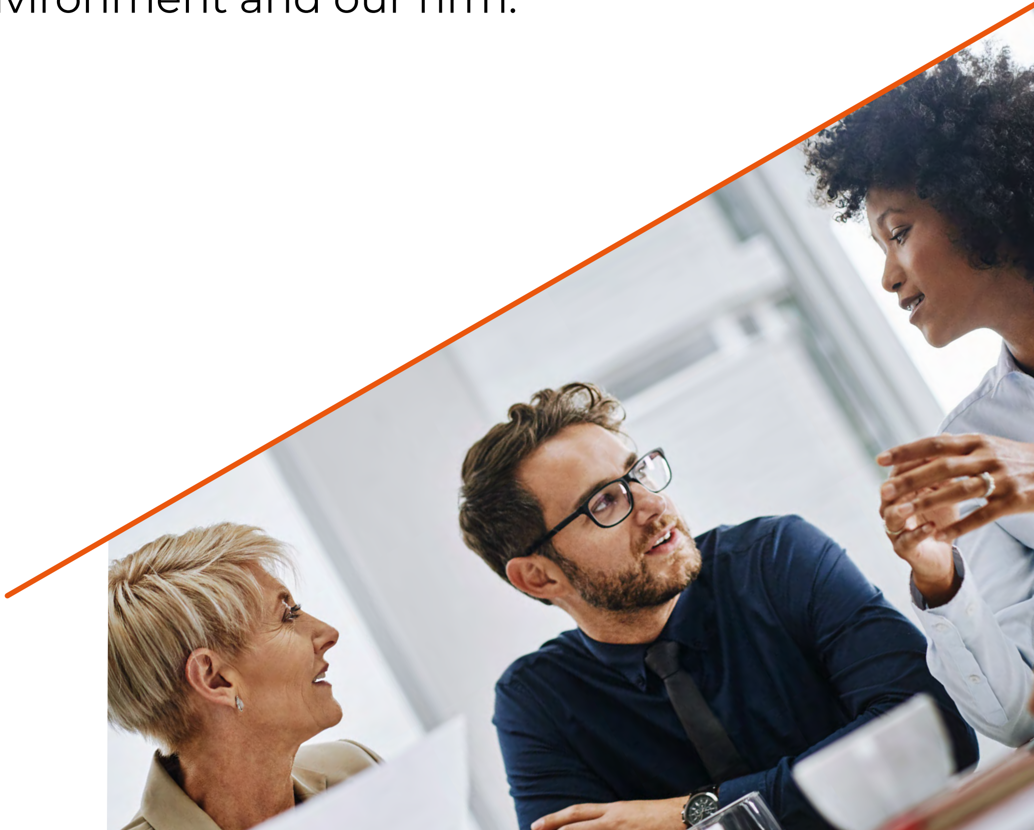
We will continue to measure our progress and report clearly on the areas where we are on track and those where further work is needed.

Tony Gusmao, Chief Executive Officer

Introduction

Empowering people's prosperity

At Broadstone, empowering people's prosperity means looking beyond immediate financial outcomes. We consider the longer-term interests of our clients, our people, our environment and our firm.



Key highlights

Each year we set ourselves a range of targets across our business. The table below summarises performance against the targets sets in last year's report.

Over the financial year to the end of June 2026, Broadstone's headcount increased by more than 23% through acquisitions and organic growth, and this affected direct comparisons with some of the targets set last year.

Target	Achieved?	Comments
Employee engagement score of 7.5+ /10. Net promotor score (eNPS) above +28.	✓	The engagement score shows the positive scores from the latest employee survey. In 2026, our score was 8/10. Net promotor scores range from -100 to +100, so achieving a positive 28 is a great achievement.
To maintain our median gender pay gap below 7.5%.	✗	As a result of significant M&A activities during the year, this was 9.1% at the end of June 2026. Broadstone has also published its formal Gender Pay Gap report for part of the business, which provides further detail on the figures and factors influencing them.
Regretted employee turnover (i.e. people who Broadstone would want to re-hire) below 5%.	✓	This was 3.0% as at the end of June 2026.
Increase the percentage of our workforce from minoritised ethnic groups to 13.5%.	✗	As at end June, this was 12.5% of those who have disclosed their ethnicity. Again, this was impacted by the acquisitions which took place during the financial year.
To aim for 50% of our workforce being female or non-binary.	✓/✗	Broadstone's staffing mix has changed over the year and as at the end June 2026, this number was 49.4% of employees.
Long term carbon reduction targets across Scope 1 (direct), Scope 2 (purchased fuel) and Scope 3 (indirect) emissions.	✓/✗	Scope 2 and Scope 3, which account for most of Broadstone's reported emissions, remain on track. Scope 1 emissions remain above the baseline, following changes to the number and type of offices we use.

For our **clients**, we expanded our climate services and continued to support charities and non-profit organisations through research, events and industry engagement. We also retained the Investor in Customers Gold assessment for a seventh consecutive year and obtained our first 'a company that cares' certification.

For our **people**, we invested in learning and development, broadened our early careers programmes and strengthened support for managers. Employee engagement remained positive during a year in which Broadstone's workforce grew substantially.

For our **environment**, we continued to measure progress against our carbon reduction targets. Scope 2 and Scope 3 remain on track, while changes to the offices we use have affected Scope 1 emissions.

For our **firm**, we continued to report key sustainability measures to senior leaders. We also strengthened our approach to information security, cybersecurity and the responsible use of artificial intelligence (AI).

Our next steps

This report sets out the areas where we plan to maintain progress or take further action. We will continue to review our targets as the business develops and report on our performance in future updates.

Sustainable prosperity for our clients

Good advice considers the long-term factors that may affect our clients across insurance, credit risk, pensions, investment and employee benefits.

Broadstone's sustainability beliefs

Excellent customer service benefits our clients and helps them stay with us for longer.

Sustainability factors, including climate change, are **financially material**.

Clients should understand the risks, **and also opportunities** as a result of climate change.

Effective **engagement and stewardship** can positively influence behaviours.

Reporting is key: effective reporting highlights where actions need to be taken by decision makers.

How we turn this into action

We continue to be recognised for outstanding customer service and our sustainability credentials:

Investor in Customers (IIC). Broadstone was awarded the Gold ranking from Investors in Customers (IIC) for the seventh consecutive year. We registered an improvement in the overall score and each of the four underlying categories, with the highest improvements seen in the areas of 'delighting customers' and 'engendering loyalty'. As well as winning Gold, we received our first 'A Company That Cares' accreditation from the IIC.

A Company That Cares 2025

Investor in Customers®

External sustainability accreditation. Our clients look to us to prove our sustainability credentials. To show this, our Insurance Advisory & Remediation and Banking & Credit Advisory teams were assessed by the external firm EcoVadis across the categories of Environment, Labour and Human Rights, Ethics and Sustainable Procurement. EcoVadis awarded a Bronze medal, meaning the teams were in the top 35% of companies assessed in the past 12 months. The underlying score also increased by 11% compared to last year.

Actuarial Quality Assurance Scheme (QAS)

Broadstone is part of the IFoA's Quality Assurance Scheme (QAS), a voluntary accreditation scheme for organisations that demonstrate a commitment to meeting the QAS outcomes.

These outcomes are:

- Professionalism
- Development & Training and
- Organisational Culture

Accreditation shows that an organisation has the policies and processes in place to do high quality actuarial work and that these are an integral part of its culture.

Expanding our Climate offering: Supporting Broadstone's belief that clients of all sizes should have access to industry-leading climate solutions, we have enhanced our offering to include additional capabilities. This further strengthens our suite of solutions for pension schemes, insurance companies, banks and corporates, helping decision-makers measure, monitor and manage climate change risk.

These three additional solutions are:

- Comprehensive modelling, analysis and delivery of TCFD (Taskforce for Climate-related Financial Disclosure) reports
- Integrating industry-leading climate scenarios to assess not only the impact on assets, but also the specific impacts on liabilities and business operations for insurers and banks
- Integrated ESG assessments across corporate structure, investment framework and strategy implementation for insurers operating in the bulk annuity market, in line with the industry standard Accounting for Sustainability (A4S) Bulk Annuity Sustainability Survey

Charities and non-profit organisations.

This year, we continued to support charities and non-profit organisations through thought leadership and industry engagement. We presented at the Charity Finance Group conference on key areas including government guidance for investing charity money ('CC14'), trustee responsibilities, ESG integration and impact investing. We also contributed to industry roundtables exploring the balance between financial returns and measurable impact, highlighting the need for clearer frameworks to support decision-making.

We continue to chair the Charity Investment Consulting Partnership, helping to bring together industry participants to improve investment practices across the sector.

Over the coming year, we will look to build on this by deepening our engagement across the sector, contributing to industry debate and supporting charities to navigate an increasingly complex investment and governance landscape.

Sustainable prosperity for our people

Broadstone's success depends on the skills, judgement and commitment of our people. We aim to create a workplace where colleagues can develop, contribute and feel supported as the business grows.

The Broadstone Advantage

The Broadstone Advantage captures what sets us apart. It is built around four key themes that define our culture, our values and the experience we offer our people.

Valuing people	As well as competitive salaries, our family friendly policies and flexible working arrangements support our employees' work-life balance. Together, these encourage a collaborative, friendly and high performing workplace.
Supporting growth	Our performance and progression framework ensures that employees are given the tools, training, support and opportunities to achieve their potential, whatever stage people are at in their career.
Making an impact	We believe that all colleagues can and should have the opportunity to directly improve the experience clients receive. We also encourage change and continuous improvements to the way we work.
Belonging	We are a Living Wage employer, Disability Confident and a member of Neurodiversity in Business. We encourage all our employees to be part of our Diversity & Inclusion initiatives, to improve their own working lives and that of others.

How we turn this into action

- As a professional services firm, we continue to invest in learning and support across all levels of the business.
  - We launched an 18-month apprenticeship programme for school leavers, providing a structured route into the business.
  - We broadened our graduate training and management induction courses to provide more consistent support at key career stages.
  - We are developing a Professional Skills Programme, to strengthen core consulting and workplace skills across the business.
  - We have run training on micro-aggressions in the workplace and continue to include recognising bias in both recruitment and performance management. We also include inclusive leadership in our 'Next Steps' programme for early stage managers.
  - We are piloting a 3-part workshop for line managers, called 'Difficult Conversations', which includes a module on neurodiversity.
- We published our latest Gender Pay Gap report, which showed a median pay gap of 10.7% for the relevant Broadstone business area. The online report provides further detail on the calculation and the factors influencing the result.
- Professional development remains an important part of Broadstone's approach. At the end of June 2026 we had 83 qualified actuaries and a further 79 actuarial trainees. More than 30 colleagues were either CFA charterholders or working towards CFA qualification.
- We are also launching a new recognition scheme, which builds on the current 'employee of the quarter' awards.
- We continue to monitor the representation of employees from minority ethnic groups and report progress against our targets.

We regularly survey our staff to gather feedback and identify any concerns people have. In our latest employee survey, the statement "My manager is supportive of my personal development goals and aspirations" received an average score of 8.5 out of 10. Even higher, at 8.6 was the statement "My manager encourages open, honest, two-way communication".

Targets we have set ourselves over the coming years

We have set the following targets across Broadstone, acknowledging that these may be impacted by acquisitions that occur in future.

- Focus on engagement and our employees recommending Broadstone as a good place to work:
  - Maintaining employee engagement score at 7.5+ out of 10
  - Maintaining employee net promoter score (eNPS) above +28
- To maintain regretted employee turnover (i.e. people who Broadstone would want to re-hire) below 5%.
- To aim for 50% of our workforce being female or non-binary.
- Maintain our target median gender pay gap of 7.5%.

Sustainable prosperity for our environment

Empowering people's prosperity includes considering the environmental effects of how we operate, alongside financial outcomes.

Targets we have set ourselves

We have set stringent carbon reduction targets to be achieved by 2032, which have been agreed **Science-Based Target initiative (SBTi**). Broadstone has committed to the following targets, compared to a base year of 2023:

- Reduce **scope 1 greenhouse gas emissions** 50.4% by Financial Year 2032.
- Increase **active annual sourcing of renewable electricity** from 63% to 100% by Financial Year 2030;
- Reduce **scope 3 greenhouse gas emissions** from fuel and energy-related activities, business travel and employee commuting 58.1% per full time equivalent employee by Financial Year 2032.

How we turn this into action

Employee involvement. We know that to achieve the SBTi targets we have set, all our employees need to be involved. We do this through a range of methods including detailed information on an intranet hub as well as regular surveys to understand commuting habits and gather ideas for how the company can further reduce its carbon emissions.

Measuring progress towards our SBTi targets.

While the SBTi targets are designed to be met by 2030/32, we regularly measure our progress towards these goals.

We continue to estimate our carbon emissions: this takes time to calculate so in the meantime the following shows our latest progress from the baseline year of 2022-23:

Scope 1	✗	Direct Scope 1 emissions are small proportion of our total emissions. Since the targets were set, we have acquired an office which was heated by gas rather than electricity, so increases these emissions.
Scope 2	✓	Renewable energy supplied 95% of the company's electricity over 2024-25.
Scope 3	✓	The bulk of Broadstone's emissions are Scope 3. The relevant carbon emissions per full time equivalent employee fell slightly year-on-year.

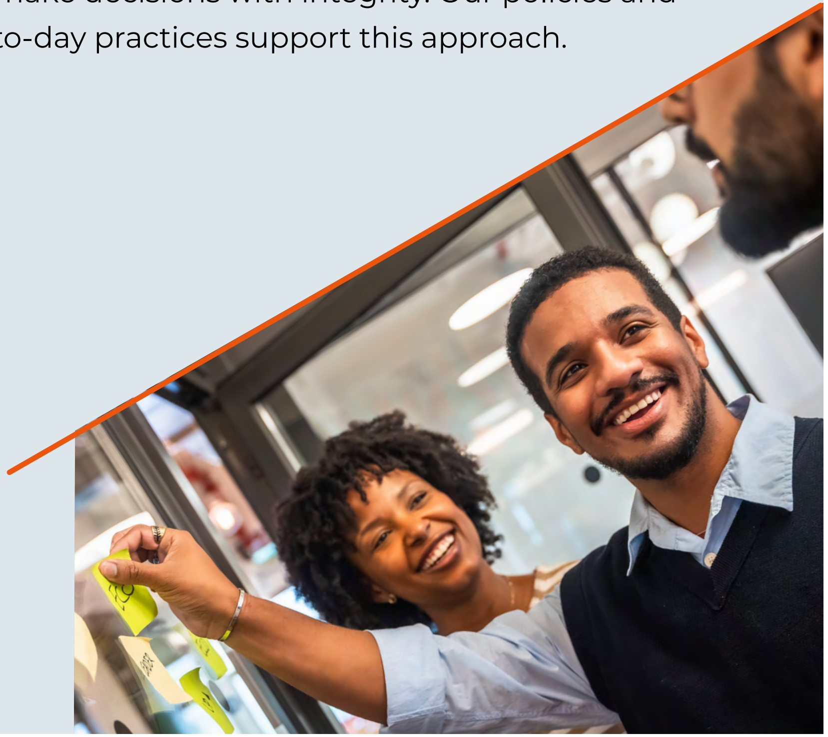
Offsetting our carbon emissions. Our main goal is to reduce carbon emissions in line with our SBTi commitment. Where we can't reduce emissions directly, we continue to offset our known emissions through a mix of projects around the world.

Sustainable prosperity for our firm

At Broadstone, we believe that sound governance is essential to our long-term success.

Our commitment to doing the right things

We aim to run our business honestly, treat people fairly and make decisions with integrity. Our policies and day-to-day practices support this approach.



How we turn this into action

Sustainability reporting. We bring our values to life through regular reporting to senior leaders. Each month, we provide updates on key sustainability metrics, highlighting progress against our targets and identifying any emerging risks or challenges.

Climate change	HR	Diversity
Carbon footprint	Employee turnover	Gender diversity
	Absenteeism	Equal pay
	Employee engagement	Ethnic diversity

Cyber security. Information security and cybersecurity are critical to Broadstone's business and to reflect this, our information security policies are backed up by a formal set of standards. We are proud to hold the ISO 27001 accreditation and the Cyber Essentials Plus (CE+) certification for our group of companies. Both ISO 27001 and CE+ shows that we have industry-recognised information security policies and procedures which safeguard the security, confidentiality, integrity and availability of our systems and data.

Our Information Security and Cybersecurity maturity programme also focuses on implementing best industry practice and frameworks to improve our security and risk management over time across the standard five core functions; Identify, Protect, Detect, Respond and Recover.

Artificial Intelligence (AI). AI has the potential to significantly influence how firms do business. Broadstone adopts a governance-led approach to using AI, focused on operational efficiencies while maintaining strong oversight of risk, privacy, and data protection. We have established a formal AI Governance Framework, overseen by an internal AI Council comprising representatives from IT, Compliance, HR, and key business functions. The Council is responsible for:

- Ensuring the ethical and responsible use of AI
- Overseeing data privacy and information security considerations
- Assessing and managing AI-related risks and controls
- Developing policies, standards, and staff training

We have implemented AI usage policies and have rolled out mandatory training to ensure AI is used safely, responsibly, and in line with regulatory and business requirements. Our current use of AI is focused on supporting internal productivity and efficiency improvements. It is not currently used for automated decision-making.

Compliance. Broadstone aims to maintain high standards of integrity and professionalism. We follow applicable legislation and regulatory requirements, including the rules and principles of the Financial Conduct Authority (FCA) where relevant. Our core policies include a zero-tolerance approach to bribery and corruption and a confidential process through which colleagues can raise concerns.

All colleagues complete annual online training on topics including fraud and bribery prevention, data protection and cybersecurity. This supports consistent standards across the business.

Contact

020 3869 6900

corporate@broadstone.co.uk

broadstone.co.uk

@Broadstone_Ltd

company/thebroadstonegroup

Birmingham / Bristol / Coventry / Darlington / Edinburgh / Glasgow
London / Manchester / Redditch / Sheffield / St Albans / York