



Environmental, Social and Governance Report

UK, Ireland and Luxembourg

July 2024 - June 2025

Table of Contents

1. Company

Foreword from our CEO	06
Foreword from the Group ESG Director	08
Scope of Report	11
About Us	12
Our Locations	13
Key Facts - Our Products and Services	14
2024 - 2025 ESG Highlights	14
Progress on Our Goals	19
ESG and Climate Change Governance	20
Audit and Risk Committee (ARC) Responsibilities	23
Aligning with Global Drivers	26

2. Planet

Alignment with UN Sustainable Development Goals	30
Climate Risk	32
Decarbonisation Strategy	34
Carbon Net Zero - Scope 1	38
Carbon Net Zero - Scope 2	40
Carbon Net Zero - Scope 3	44
Nature and Biodiversity	53

3. Partners

Alignment with the UN Sustainable Development Goals	58
Stakeholders	59
Clients	59
Carbon Calculator	61
Suppliers	62
Partners	63
Sustainable Raw Materials	67

4. People

People Goals and KPIs	71
Our People	72
Workforce Overview	73
Ethics, Compliance and H&S Stats	76
Ethics and Learning	79
Diversity, Equity and Inclusion (DEI)	80
Leadership and Inclusion Accountability	88
Employee Satisfaction	88
Staff Wellbeing	91
Cross-Industry Partnerships	96
Learning and Skills Investment	100
Celebrating our Talent	103
Paragon Women's Network	104
Charity and Community Giving	108
Social Value Partnerships	113

5. Appendix

Credentials	118
Appendix Site Certifications	120
Paragon Site Register	121
Environmental Metrics	122



Company

Foreword from our CEO

Sustainability continues to be a strategic priority for Paragon – not just as a regulatory requirement, but as a responsibility to our clients, our people and society.

At Paragon we believe that sustainability should be an integral part of our business, becoming a key aspect of our daily operations and embedded into all of our roles.

Over the past year we have taken significant steps to strengthen our governance and set a clearer path forward. This focus on measuring consistently, acting decisively and holding ourselves accountable at the highest level has delivered real impact. Since our 2019/2020 baseline, we have reduced Scope 1 emissions by 61% and Scope 2 emissions by 59%.

Beyond our own operations, more than 50% of our supply chain spend is now with partners that have a Carbon Net Zero target in place, demonstrating how

our influence extends well beyond our direct footprint.

I want to thank our Group ESG Director and the ESG team for their dedication and leadership throughout the year. I have also been impressed by the commitment and engagement shown by our people across the whole business. They are an extension of the ESG team and have been instrumental in the delivery of our results. Their expertise and commitment are driving real progress, and their work gives me confidence in the future we are building together.



Jeremy Walters
Chief Executive Officer | Paragon



ESG Strategy Overview

Foreword from the Group ESG Director

Adaptation in a changing world

The world continues to face mounting challenges, from the impacts of climate change to rising societal inequality and increasingly polarised politics. In moments like these, it is essential for businesses to stay grounded, guided by data, risk analysis and science. For Paragon, that means remaining focused on delivering meaningful, measurable programmes that address both the risks and opportunities climate change presents to our business and wider stakeholder network.

In the UK, we are working against a backdrop of evolving regulatory frameworks and rising expectations. While timelines around the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) remain fluid, Paragon has already begun laying strong foundations, including double materiality assessments and the development of a clear reporting roadmap.

As part of our wider transformation, Paragon has taken significant steps towards a more unified approach to ESG. Historically, individual regions have set and delivered their own frameworks, but over the past year, we have started moving towards group-level accountability. This includes:

- The creation of a Group ESG Director role to lead joined-up, strategic oversight
- Improved Scope 3 data collection, enhancing transparency
- Agreement of a group-wide carbon baseline
- The setting of a group science-aligned Net Zero target
- Increased board-level focus, with the Audit and Risk Committee convening three times on climate-related matters

This report outlines how the UK region is contributing to Paragon's group-wide sustainability ambitions, while continuing to drive progress through locally relevant programmes and targets. We are proud to share our contribution to the Group's first Carbon Net Zero roadmap and to highlight areas where the UK is leading on ESG performance.

As we continue our journey from regional independence to group integration, we remain transparent about where further alignment is still in progress. What follows is a snapshot of our approach across the three pillars of ESG and how our UK teams are playing a critical role in advancing sustainable growth.

Further detail on our UK-specific programmes and progress can be found throughout this report.

Lucy Klinkenberg-Matthews

Group ESG Director | Paragon





Scope of report

This report covers Paragon Customer Communications Ltd and all subsidiaries as of 30th June 2025. It covers the reporting period of 1st July 2024 to 30th June 2025, which is aligned with our financial reporting year. This report covers the activities of all Paragon Customer Communications sites in the UK, Ireland and Luxembourg.

Changes in reporting period

Paragon comprises multiple subsidiary companies operating across global markets, with a mergers and acquisitions strategy that regularly results in structural changes and the addition of new business activities. In line with our re-baselining policy, Paragon reviews and recalculates its emissions baseline if structural changes result in a significant impact on our carbon footprint. This includes any transfer of ownership or control over emissions-generating operations, as well as changes to outsourcing or insourcing of emitting activities. While a single transaction may not substantially alter our base year emissions, the cumulative effect of

several smaller changes can be material. As such, we conduct a review following any merger, acquisition, divestment or restructuring to determine whether recalculation is warranted. Paragon will update its base year emissions where the cumulative impact of structural changes exceeds 5% of the original baseline. During the reporting year, the acquisitions and restructures listed below resulted in changes to our organisational boundary that exceeded the 5% threshold. As a result, our re-baselining policy was triggered, and a revised baseline was established.

Acquisitions / Divestiture	Date of change	Baseline year emissions impact	FTE change	Plan for KPI inclusion
Communis Brand Deployment	30/12/23 *	Scope 1: 34% increase Scope 2: 26% increase Scope 3: 19% increase	+17%	Integrated in current reporting year and all years back to baseline year.
Service Graphics purchase from Grenadier Holdings	30/05/25	Impact not yet determined	Impact not yet determined	Not included in current reporting year, will be integrated into KPIs for 2025/26 reporting year, including data from baseline year onwards.
Office Teams and OT Group Purchase of trade and assets from Grenadier Holdings	30/05/25	Scope 1: 0.5% Scope 2: 0.5% Scope 3: Data not available	+0.1%	Integrated into current reporting year and all years back to baseline year.

*Acquisition happened before the current reporting period but has been referenced as it was not yet integrated into KPI reporting in the previous reporting year.

About us

Paragon is one of the UK's largest business services providers. We support organisations across a wide range of sectors to transform operations, improve efficiency and strengthen the way they engage with their customers. Our ambitious vision is to become a world-leading business services company, specialising in brand and outsourced services which deliver business growth and business transformation for our clients.

Our work is rooted in strong governance, responsible delivery and a focus on long-term value. We help clients create lasting, profitable connections with their customers and reduce cost, risk and complexity by outsourcing or reengineering key business processes.

Across our operations, we provide data-driven customer engagement, multichannel marketing, transactional communications, workplace solutions, creative services, recruitment services and business process services. These capabilities allow us to support clients end-to-end, ensuring resilient, efficient and future-ready ways of working.

Every day our teams work collaboratively, drawing on specialist expertise to deliver the outcomes our clients depend on, while continuing to strengthen our own environmental, social and governance performance.

Paragon connects people with organisations through essential communications and smart operations. From bank statements to multichannel government campaigns, our work is part of daily life for millions of people. Across everything we do, we focus on impact, efficiency and continuous progress towards our goal of becoming net positive, while improving the lives of our people and enhancing the communities in which we operate.

Our locations

With locations across the UK, Ireland, Luxembourg and India, we can embed sustainability across our value chain and local communities.



International locations



Luxembourg
Secure and Regulatory
Communications



Pune, India
Technology and
Operations

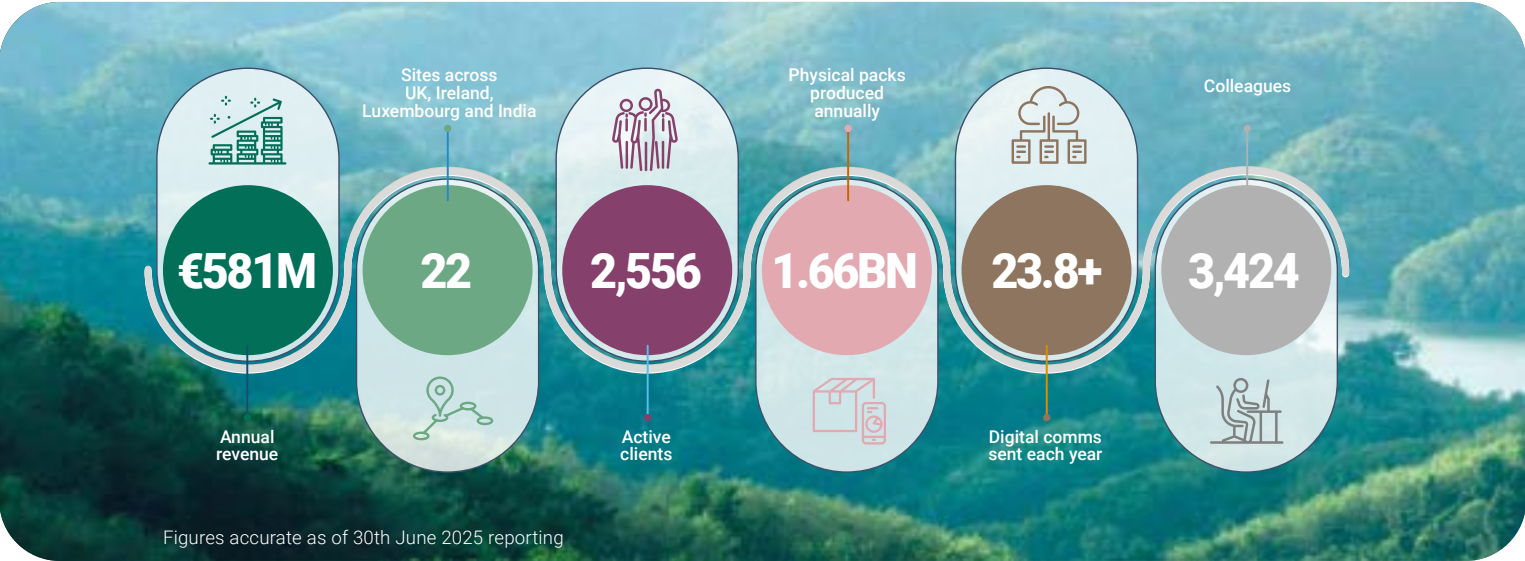
Sites as of 30th June 2025

Key facts

Our products and services

Paragon operates in two divisions, Brand Services and Outsourced Services. The Brand Services business spans digital and physical environments, combining creative strategy, retail display solutions and personalised product fulfilment. Supported by deep technical and procurement expertise, we deliver campaigns at global scale that keep our clients' brands visible and commercially effective across markets.

Paragon's Outsourced Services business underpins mission-critical customer communications and operational processes for leading organisations in banking, telecoms, utilities and the public sector. Operating with exceptional levels of security and resilience, we protect data and reputations across digital and physical channels. Through continual innovation and disciplined execution, we improve efficiency, strengthen sustainability outcomes and raise service standards for our clients.



2024 - 2025 ESG highlights

Metric	Change since previous reporting period (2023/2024)	Change since baseline year (2019/2020)
Overall carbon emissions	14.6% reduction	47% reduction
Scope 1 emissions	35% reduction	61% reduction
Scope 2 emissions	35% reduction	59% reduction
Scope 3 emissions	13% reduction	46% reduction
Scope 3 Engagement	Over 60% of supply chain spend with partners with Carbon Net Zero target in place	
Scope 3 Cat 6 Business Travel	43% reduction, travel reduced by over 96,000 miles	
Scope 2 Cat 5 Waste	61% reduction, waste reduced by 2,320 tonnes	

Accelerating progress across the group

This reporting year marked a significant shift in Paragon's ESG ambition, accountability and impact. As we transition from regional initiatives to a fully aligned group-wide strategy, our focus has been on deeper collaboration, stronger governance and tangible progress against our environmental and social goals.

1. Group-level carbon strategy

In line with our Net Zero ambition, Paragon has strengthened its approach to carbon reduction through enhanced integration, governance and data maturity. Under the leadership of our Group ESG Director, we are now moving from regional ownership to a group-wide accountability model. Key developments this year include:

- Initiating the development of a centralised Group Carbon Net Zero Strategy
- Enhanced tracking and reporting of Scope 1, 2 and 3 emissions
- Increased collaboration across business units to embed carbon considerations into operational and strategic decisions
- A defined carbon baseline and commitment to science-aligned targets

This foundational work ensures consistency and transparency across the Group and positions us to scale impact more effectively.

2. From gold to platinum: EcoVadis achievement

One of the year's most significant milestones was Paragon UK's transformation of its Sustainable Procurement programme, driven by the UK Procurement and Supplier Relationship Management (SRM) team in partnership with Digital Modus Ltd.

The introduction of the PartnerHub system enabled:

- Our Sustainable Procurement score to increase by 33%, reflecting stronger processes for supplier due diligence, improved visibility of ESG performance across our supply chain and more consistent management of sustainability risks
- The elevation of Paragon UK's overall EcoVadis rating from Gold to Platinum, placing us within the top 1 percent of more than 140,000 assessed companies worldwide

This result reflects our broader commitment to responsible sourcing, improved supplier governance and continuous ESG improvement across the supply chain.



3. Solar power at scale: Dagenham super site

This year, we made a significant investment in renewable energy with the installation of one of the largest private solar arrays in the UK at our Dagenham super site.

Key highlights include:

- 3,680 panels installed across 7,500 square metres of roof space
- Projected to generate 1.6 million kWh of electricity annually
- Estimated to reduce Scope 2 carbon emissions by 290 tCO₂e per year, an 8% Group-level reduction and 20% reduction at site level

**Not in place for last reporting year – installation was carried out during 2025 – the full impact will be seen in the next reporting year (2025-2026)*

This investment not only enhances our environmental performance but also strengthens our operational resilience by reducing exposure to energy price volatility. A digital display at the site provides real-time energy generation data, engaging employees in our sustainability progress.



The panel installation is the size of a football pitch



The system generates enough electricity to power 160,000 LED light bulbs for an entire year



The annual carbon savings are equivalent to the CO₂ absorbed by more than 15,000 mature trees

Additional highlights

Area	Achievement
Environmental Stewardship	• Installed sub-metering and energy monitoring at two major operational sites • Improved server room efficiency through enhanced power usage effectiveness (PUE) • Upgraded facilities with LED lighting and air system improvements • Achieved zero waste to landfill for the fourth consecutive year • Removed single use plastics across kitchens, canteens and restrooms • Ensured 100% of sourced paper and card is now FSC or PEFC certified
People and Partnerships	• Delivered new eLearning on environmental sustainability to all employees – >90% completion rate • Celebrated Environmental Awareness Week through education and volunteering • Introduced Cycle to Work and EV schemes • EV charging stations at three key locations • Improved maternity and paternity benefits • Joined UN Global Compact, the world's largest corporate social responsibility initiative • Paragon Women's Network external event
Responsible growth	• Maintained a CDP Climate Score of B • Consolidated operational sites for improved resource efficiency • Rolled out a new ESG supplier engagement and screening framework • Optimised logistics and client processes to reduce emissions and waste • Improved Scope 3 reporting accuracy and granularity



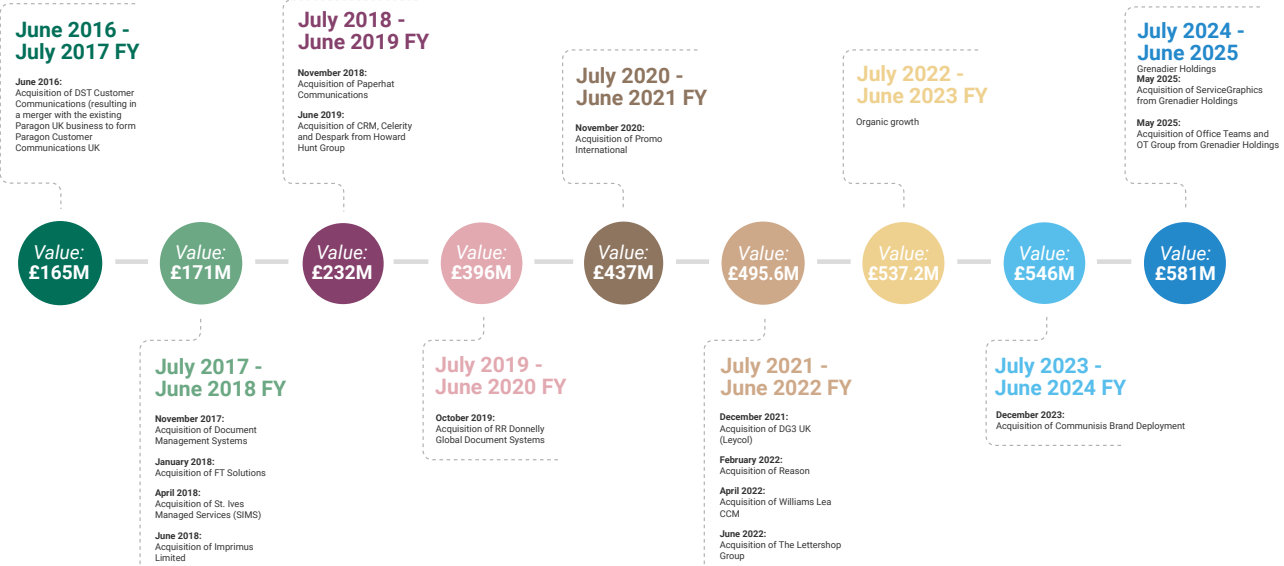


Progress on our goals

Area	Material topic	Target description	Progress
Environmental	Carbon Net Zero	Scope 1 & 2: 90% absolute emissions reduction by 2030 (against baseline of 2019/20) Scope 3: 50% emission reduction by 2030 90% reduction by 2035	- Scope 1: 61% reduction - Scope 2: 58% reduction - Scope 3: 46% reduction
	Waste & Circular Economy	- Zero waste to Landfill 100% waste recycling rate by 2028 - All outputs easily recyclable at end of life as a minimum	- All Paragon sites are zero waste to landfill since 2021 - Maintained 93% Group Waste Recycling rate - End of Life recycling rate increased from 72% to 74%
	Nature & Biodiversity	- Site nature and biodiversity risk assessments by 2024 - Supply chain biodiversity risk assessments by 2026 - Re-wild or enhance green space at 100% of Paragon operational locations by 2027	- Site-level nature, water and biodiversity risk assessment completed in 2024 for all sites 55% of operational sites have re-wild or enhanced green spaces
	Water	Local management of water consumption. No specific targets as water is not a material topic in our own operations	Our 2024/25 consumption of water reduced by 35%, compared to our 2019/20 baseline year
Social/Societal	Supply Chain	Carbon Net Zero Scope 3 engagement target: 90% supply chain spend with Carbon Net Zero target by 2032	Over 60% of supply chain spend with Carbon Net Zero target
	Client Engagement	Regional programmes for product carbon calculations and client engagement	Product carbon calculations covering 26% of revenue
Governance	Certifications & accreditations	Achieve minimum score in each: CDP – B rating EcoVadis – Gold status	2024/25 Scores achieved: CDP – B rating EcoVadis – Platinum status

Business growth

Paragon turnover



ESG and climate change governance

Sustainability at Paragon is not the responsibility of a single person or team, it is a connected, collaborative effort that spans senior leadership, site management, operational teams and specialist ESG roles. Rather than functioning as a traditional top-down hierarchy, our ESG governance model operates as a living ecosystem. Each part of the organisation plays a distinct role, feeding into shared objectives and ensuring that environmental and social considerations are embedded into everyday decision-making.

This interconnected structure allows us to drive progress through teamwork, transparency and accountability, ensuring that our climate commitments are supported at every level of the business.





Audit & Risk Committee (ARC) Responsibilities

The Audit & Risk Committee (ARC) provides oversight of climate-related governance at the highest level of the organisation. Its role is to ensure that climate risks, opportunities and compliance requirements are fully understood, appropriately managed, and integrated into strategic decision-making. The ARC’s responsibilities reflect its role in safeguarding long-term resilience and ensuring credible, transparent reporting.

ARC Climate-Related Responsibilities

Topic	Responsibility
Regulatory Compliance	Agree the approach to climate-related and ESG reporting and ensure compliance at the highest appropriate business entity level.
Increase ESG Knowledge at Board Level	Build understanding of climate-related risk frameworks and wider ESG topics across the Board.
Advocacy & Oversight	Review and approve ESG and climate-related risk analysis for public disclosure. Review and approve climate-related targets and KPIs.
Risk Integration	Ensure climate-related risk is incorporated into business strategy, financial planning, and wider risk frameworks.
Advocacy & Business Engagement	Support the ESG function by integrating ESG performance with financial priorities. Hold regional CEOs accountable for delivery of climate-related targets.

Group ESG Director Responsibilities

The Group ESG Director role was introduced on 1 January 2025 to strengthen leadership, governance, and coordination of climate-related work across the company. The role ensures that climate strategy is embedded into long-term planning, operational delivery and external reporting.

Climate-Related Responsibilities

Topic	Group ESG Director Responsibility
Strategy & Leadership	Lead the development and execution of the company's climate strategy and ensure integration across all functions.
Reporting, Governance & Compliance	Implement governance structures to track and report climate-related performance. Provide regular updates to ARC on risks, opportunities, performance and progress. Oversee the preparation of public disclosures, including ESG reports and regulatory submissions, ensuring alignment with global standards.
Risk & Opportunity Management	Work with ARC and risk teams to identify, assess and mitigate climate-related risks and interdependencies. Ensure compliance with relevant environmental regulations.
Stakeholder Engagement	Represent Paragon's climate initiatives externally, engaging with investors, clients, government bodies, NGOs and industry groups.
Business Engagement & Integration	Collaborate with divisional ESG Leads and executive teams to embed climate considerations into day-to-day operations, risk processes and decision-making. Monitor delivery against climate-related targets.

Regional CEO responsibilities

Regional CEOs are accountable for delivering against Group-level climate targets and ensuring that progress is embedded within local business strategy. They act as operational owners of climate-related performance within their geography.

CEO Climate-Related Responsibilities:

- Lead the implementation of Group climate-related targets, KPIs and programmes.
- Integrate local climate risks and opportunities into regional strategies.
- Deploy additional local metrics, targets or initiatives in response to regional stakeholder expectations or regulatory requirements.
- Work with divisional ESG Leads to ensure that climate risks, opportunities and actions are reviewed at monthly board meetings.
- Support a culture of accountability by driving climate integration across all operational teams.

How this structure works together

This governance model ensures that:

- ARC provides oversight, assurance and strategic direction.
- The Group ESG Director integrates climate strategy and reporting across the business.
- Regional CEOs translate strategy into action at site and regional level.
- Divisional ESG Leads provide expertise and local insight to support implementation.
- Operational teams embed climate action into daily practices.

Together, these functions form a cohesive and responsive system that supports Paragon's long-term climate ambition and ensures clarity, accountability and shared ownership across the organisation.



Aligning with Global Drivers

Our commitment to the UN Sustainable Development Goals (UN SDGs)

The United Nations Sustainable Development Goals (UN SDGs) represent a universal call to action to end poverty, protect the planet and ensure peace and prosperity for all by 2030. Adopted by all UN member states in 2015, these 17 interconnected goals form the foundation of the 2030 Agenda for Sustainable Development. Paragon has joined the UN Global Compact to further strengthen our commitment to the UN SDGs, and benefit from the range of learning materials and collaboration with the wider business community.

How we align with the SDGs at Paragon

At Paragon, we align our sustainability strategies with the UN SDGs to support global progress and ensure our business activities contribute meaningfully to a more equitable, resilient and sustainable future. This alignment not only reflects our values but also helps our clients and stakeholders navigate the environmental, economic and social challenges we collectively face.

The goals most relevant to our work

We focus on the SDGs that best reflect our operations, impact, and ambitions:

- Goal 3: Good Health and Wellbeing**
– Promoting safe, supportive workplaces and prioritising employee wellbeing.

Goal 8: Decent Work and Economic Growth
– Driving inclusive growth and fair employment across our operations and supply chains.

Goal 9: Industry, Innovation and Infrastructure – Innovating sustainable solutions and investing in resilient systems.
- Goal 10: Reduced Inequalities** – Championing diversity, equity, and inclusion across our business.

Goal 12: Responsible Consumption and Production – Minimising waste and promoting circular practices.

Goal 13: Climate Action – Reducing our carbon footprint and supporting clients with climate-focused tools and services.

Goal 17: Partnership for the Goals – Collaborating with clients, suppliers, and communities to scale impact.

Through this focused approach, we contribute to collective progress and make sure sustainability is embedded in everything we do – from our governance frameworks to everyday operations.





Planet

Alignment with the UN Sustainable Development Goals

Our Planet strategy is closely aligned with the UN Sustainable Development Goals, particularly those focused on climate, resources and nature. The table below summarises how our key environmental priorities and initiatives support specific SDGs and their underlying targets, providing a clear link between our actions, our net zero roadmap and global sustainability objectives.

SDG	Goal	How our Planet strategy supports the SDG goals
SDG 7: Affordable and Clean Energy 	Ensure access to affordable, reliable, sustainable and modern energy for all	• Reduces energy demand through site consolidation, efficiency programmes and improved behaviours • Installed on-site solar PV at Dagenham and plans additional installations across feasible sites by 2028 • Expands low-emission transport infrastructure, including planned EV charging stations for commercial fleets
SDG 12: Responsible Consumption and Production 	Ensure sustainable consumption and production patterns	• Maintains zero waste to landfill across all sites • Achieves significant reductions in total waste and maintains a high recycling rate • Works with clients and suppliers on product design and material choices to improve recyclability and circularity • Assesses sustainability credentials of outsourced products
SDG 13: Climate Action 	Take urgent action to combat climate change and its impacts	• Sets group-wide science-aligned Carbon Net Zero targets covering Scopes 1, 2 and 3 • Partners with specialist consultants to develop site-level decarbonisation pathways and identify improvement opportunities • Empowers Sustainability Champions and site teams to lead local initiatives and deliver behavioural change
SDG 6: Clean Water and Sanitation 	Ensure availability and sustainable management of water and sanitation for all	• Reduces on-site water consumption through upgraded equipment • Maps water risk for tier one paper suppliers • Monitors water use across operations and reports performance annually
SDG 15: Life on Land 	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	• Completes nature and biodiversity risk assessments for all sites and tailors local action plans to address key risks • Improves on-site green space and local nature projects through biodiversity enhancements • Engages paper suppliers on zero deforestation commitments and prepares for EU Deforestation Regulation compliance
SDG 14: Life Below Water 	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	• Promotes nature and biodiversity regeneration through projects that benefit both terrestrial and coastal environments • Uses circular economy and waste reduction practices to minimise material leakage into waterways and oceans



Climate risk

Paragon recognises the risks climate change poses to our operations, supply chain and clients. We are committed to reducing our carbon footprint, minimising waste, supporting biodiversity and promoting social responsibility while fostering economic resilience.

Through robust carbon reporting, innovative solutions and continuous improvement, we actively manage environmental impacts and respond to evolving legislation and stakeholder expectations. We are unafraid to update our targets and metrics when it makes business sense, prioritising meaningful behavioural change and real environmental impact over perfect data.

By collaborating across our operations, employees, supply chain and clients, we drive measurable sustainability outcomes, empowering everyone to take action to protect the natural environment and secure a sustainable future for generations to come.

DEFINITION

Carbon Net Zero

- **Group Carbon Net Zero by 2045**
- The UKIL supports our group Carbon Net Zero target of 2040 for Scope 1 & 2, and 2045 for Scope 3 with the UK targets below

Zero waste

- Zero waste to Landfill
- Zero waste for incineration
- All outputs easily recyclable at end of life as a minimum

Nature and biodiversity

Paragon and the societies in which we operate rely on nature and biodiversity for our raw materials, our food and our resources. The regeneration of nature and biodiversity must be tackled in conjunction with climate change.

TARGETS

- **UK Scope 1 & 2:** 90% absolute emissions reduction by 2030 (against baseline of 2019/20)
- **Scope 3:** 90% of supply chain spend with partners with SBTi aligned Carbon Net Zero plan by 2032
- **Scope 3:** 50% reduction in carbon intensity (kg Supply chain CO₂e per revenue) by 2032, followed by 97% reduction by 2045*

- 100% Group waste recycling rate by 2028
- Zero 'non-recyclable' waste from end-of-life products by 2035

- Site nature & biodiversity risk assessments by 2024
- Supply chain biodiversity risk assessments by 2026
- Re-wild or enhance green space at 100% of Paragon operational locations by 2027

PROGRESS

UK Progress:

- **Scope 1:** 61% reduction
- **Scope 2:** 58% reduction
- **Scope 3:** 46% absolute reduction.
- Scope 3: 59% supply chain spend with Carbon Net Zero target
- Scope 3: 13% reduction in carbon intensity since baseline

- All Paragon sites are zero waste to landfill since 2021
- Maintained 93% Group Waste Recycling rate
- 'End of Life' recycling rate increased from 72% to 74%

- Site-level nature, water and biodiversity risk assessment completed in 2024 for all sites
- 55% of operational sites have re-wild or enhanced green spaces
- Partnered with environmental projects
- Completed Carbon Disclosure Project (CDP) water and forestry questionnaires to benchmark performance

NEXT STEPS

- Introduce internal carbon tax
- Site Decarbonisation assessments
- Continuation of Renewable energy installations programme

- Consolidation of waste collection suppliers across our operational sites
- Increase engagement with waste collection suppliers
- Sustainability product assessment across outsourced products

- Use risk assessments to tailor site enhancements to local risk factors
- Increase % of sites with on-site green space enhancements
- Risk assessment on Tier 1/ high risk supply partners

SDGS



Decarbonisation strategy

Paragon has had a Carbon Net Zero target in place since 2020. Since then, in response to rapidly evolving market requirements and prevailing ESG thought leadership, we have already revised those targets to the much more ambitious Scope 1 and 2 target of 2030 in place today. We will continue to monitor regulatory and stakeholder requirements to ensure our ESG targets are aligned with global risks and opportunities and market requirements.

We fully understand that achieving our Carbon Net Zero ambition requires a strategic, collaborative, and people-centred approach that aligns operational improvements with cultural transformation and sustainability. Alongside investing in cleaner technologies, improving energy efficiency and transitioning to renewable or low-carbon energy sources, success depends on empowering employees to understand how their day-to-day roles contribute to emissions generation and how their actions can directly reduce it, promoting sustainable behaviours across the organisation.

Through awareness, engagement and shared accountability, we are fostering a culture where sustainability is embedded in every decision and process. This collective effort forms a vital part of our ongoing journey towards achieving our Carbon Net Zero and broader sustainability goals, ensuring that innovation, responsibility and behavioural change work hand in hand to create lasting environmental and social impact.

Benchmarking and progress tracking

We benchmark our environmental performance through an in-house Sustainability Scorecard that tracks key sustainability metrics across all sites.

Quarterly reviews help us measure progress, highlight good practice and identify where further improvements can be made.

Each site's results feed directly into its Sustainability Action Plan, ensuring that meaningful actions are taken to strengthen our overall environmental impact.

Reduction opportunities

Alongside our Champions program, all operational sites utilise improved energy monitoring systems to help measure, maintain and improve energy efficiencies.

We also partner with independent decarbonisation experts and utilise results from operational audits, such as ESOS and ISO, to identify practical solutions that support our transition.

To date, this approach has helped identify over 600 opportunities for improvement, representing a significant contribution towards meeting our net zero targets.

Empowering our people to drive sustainability

Collaborative behaviour change is fundamental to achieving our ambition of becoming net positive and enhancing our impact on Nature and Biodiversity, and at the heart of this effort are our Sustainability Champions.

Our growing number of Champions play a pivotal role in engaging their peers and leading site-based sustainability programmes and initiatives for emission reductions and onsite/offsite nature and biodiversity projects.

Our Sustainability Champions meet monthly to exchange experiences, share successes and lessons learned, and disseminate best practices. This forum strengthens collaboration and ensures that effective approaches are replicated across the business, driving continuous improvement in sustainability standards.

Each of our sites has a tailored Sustainability Action Plan, with Champions responsible for capturing opportunities for improvement and overseeing their implementation.

ESG funding scheme

As part of our ongoing commitment to creating a positive impact, we have launched a new ESG Fund to help our UKIL sites bring forward innovative environmental and social projects.

The fund encourages sites/teams to take practical action, whether that's reducing carbon emissions, improving resource efficiency, or supporting employee wellbeing and local communities.

By empowering our people to lead change at a local level, we're fostering a culture of sustainability that drives meaningful outcomes across our operations.

Carbon reporting

Paragon's carbon reporting is now the overarching measure for environmental accounting across our business activities. Reporting at both group and business level we can monitor emissions at site and activity level, enabling us to target projects for decarbonisation.

GHG Emissions Methodology and Boundaries

The methodology used for calculating Paragon's GHG emissions uses the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard: Corporate and Accounting Standard (GHG Protocol Scope 2 Guidance: An Amendment to the GHG Protocol Corporate Standard (the "Scope 2 Guidance")).

The organisational boundary is the 'Operational Control' approach, which ensures that the emissions reported comprise all the activities and assets under our direct control. The agreed baseline reporting year for establishing the company's greenhouse gas emissions footprint was the financial year 1/7/2019 to 30/6/2020, enabling us to align financial and emissions reporting frameworks.

Emissions scope	Included
Scope 1	Natural Gas kWh, Refrigerants, Diesel (generator fuel), LPG & Company used vehicle fuel
Scope 2 – Location based	Grid supplied electricity kWh, steam, heat & cooling
Scope 3 – Upstream categories	Cat 01 – Purchased Goods & Services
	Cat 02 – Capital Goods
	Cat 03 – Fuel & energy related activities
	Cat 05 – Waste generated in operations
	Cat 06 – Business travel
	Cat 07 – Employee commuting
Scope 3 – Downstream categories	Cat 09 – Transportation & distribution
	Cat 12 – End-of-life treatment of sold products
	Cat 15 – Investments
Exclusions	Cat 04 – Upstream transportation & distribution
*Outside operational control	Cat 10 – Processing of sold products
	Cat 11 – Use of sold products
	Cat 13 – Downstream leased assets
	Cat 14 – Franchises

External verification

Our data and related reduction claims must be credible and verified. We are committed to sharing our successes and failures and adapting our programmes, methodologies or strategies. Specialist energy, net zero and facility and asset management consultants, JRP Solutions, has externally validated and verified our carbon emissions calculations in line with ISO 14064-3: Specification principles, with guidance for verifying and validating greenhouse gas statements. It has provided 'reasonable assurance' that our inventory conforms to the GHG Protocol Corporate and Scope 3 standards.



Total CO₂e emissions decreased by

141ktCO₂e

compared to 2023/24

 **SCOPE 1**

CO₂e emissions decreased by

35%

compared to 2023/24

 **SCOPE 2**

CO₂e emissions decreased by

36%

compared to 2023/24

 **SCOPE 3**

CO₂e emissions decreased by

13%

compared to 2023/24

Paragon UKIL – 2024/25 GHG Inventory

Below is Paragon’s carbon inventory representing our greenhouse gas (GHG) emissions profile for 2024/25, highlighting where emissions reduction efforts should be prioritised.

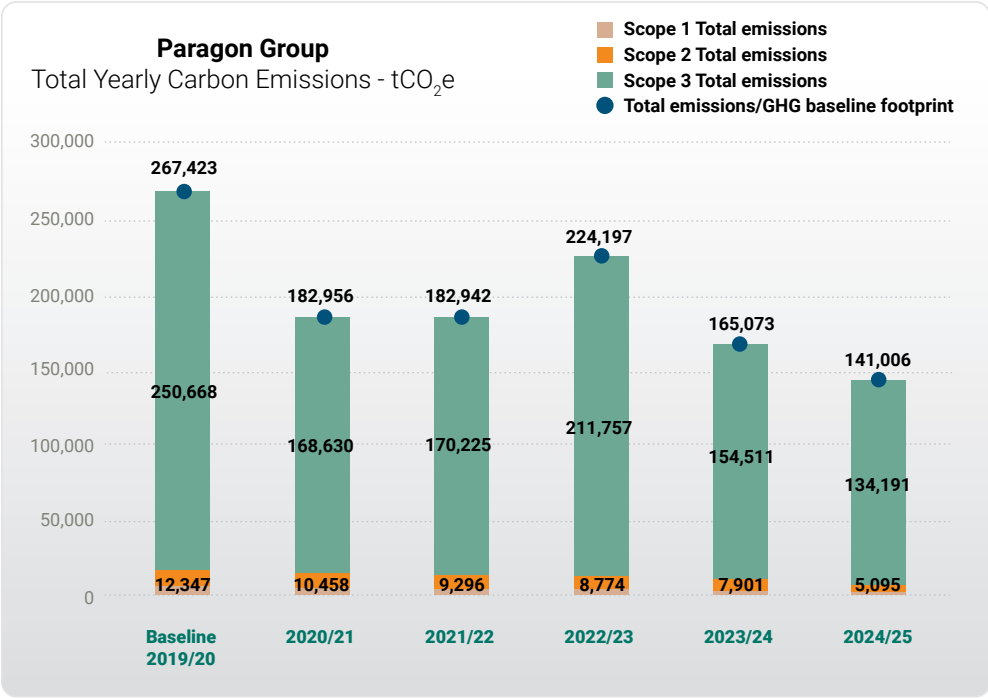
2024/25 GHG Inventory by scope and source



Carbon emissions performance summary (2024/2025)

In the 2024/25 reporting year, we achieved a 15% reduction in total carbon emissions compared with 2023/24, lowering our overall footprint to 141,006 tCO₂e. This marks a 47% decrease from our 2019/20 baseline, demonstrating continued progress towards our long-term decarbonisation goals.

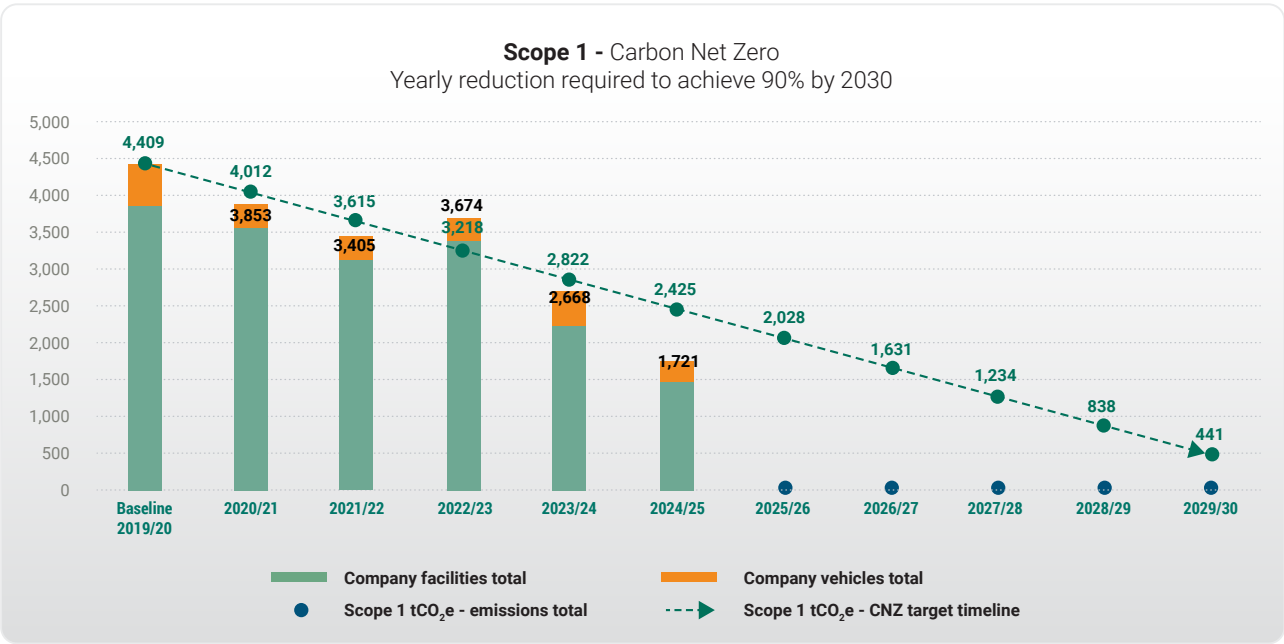
Collectively, these improvements underscore our commitment to reducing environmental impact across our operations and value chain, as we work towards achieving our net zero ambitions.



Carbon Net Zero - Scope 1

“Our 2024/25 consumption of National Grid supplied Natural Gas reduced by 35% (4,126,075 kWh), compared to 2023/24”

Performance summary



Paragon achieved an impressive 35% reduction in Scope 1 emissions compared with 2023/24, a decrease of 940 tCO₂e.

This achievement represents a 61% reduction from our 2019/20 baseline, underscoring our firm commitment to sustainability and our journey towards a 90% reduction in Scope 1 emissions by 2030. This milestone reflects the dedication of our teams, the effectiveness of our sustainability strategy, and our shared determination to lead responsibly towards a low-carbon future.

Programmes, initiatives and case studies

Improved commercial fleet management

Reduced travel mileage by 393,738 kms

Quantity of owned Hybrid vehicles increased by 25%

Fuel emissions reduced by 173 tCO₂e

Consolidation of operational sites

Reduced natural gas consumption by 2,500MWh / 600tCO₂e

Annual internal heat loss audits

Continued internal site audits ensure best practice is maintained and issues are resolved to ensure efficient space heating

Improved behaviours

Site energy management

Employee awareness

Optimised processes and controls

Future initiatives

Low-emission transport infrastructure

In the 2024/25 reporting year, 240 tCO₂e (90%) of our Scope 1 – Company Vehicle emissions were attributed to our commercial fleet operating from our Dagenham site. To support our transition away from internal combustion engine (ICE) vehicles and accelerate the adoption of low-emission transport solutions, we plan to install 11 fast electric vehicle (EV) charging stations at the Dagenham site by 2027. In addition to supporting our own vehicles, this will ensure our employees have adequate facilities to support the wider transition to electric vehicles.

Turning data into efficiency: unlocking value from our new gas loggers

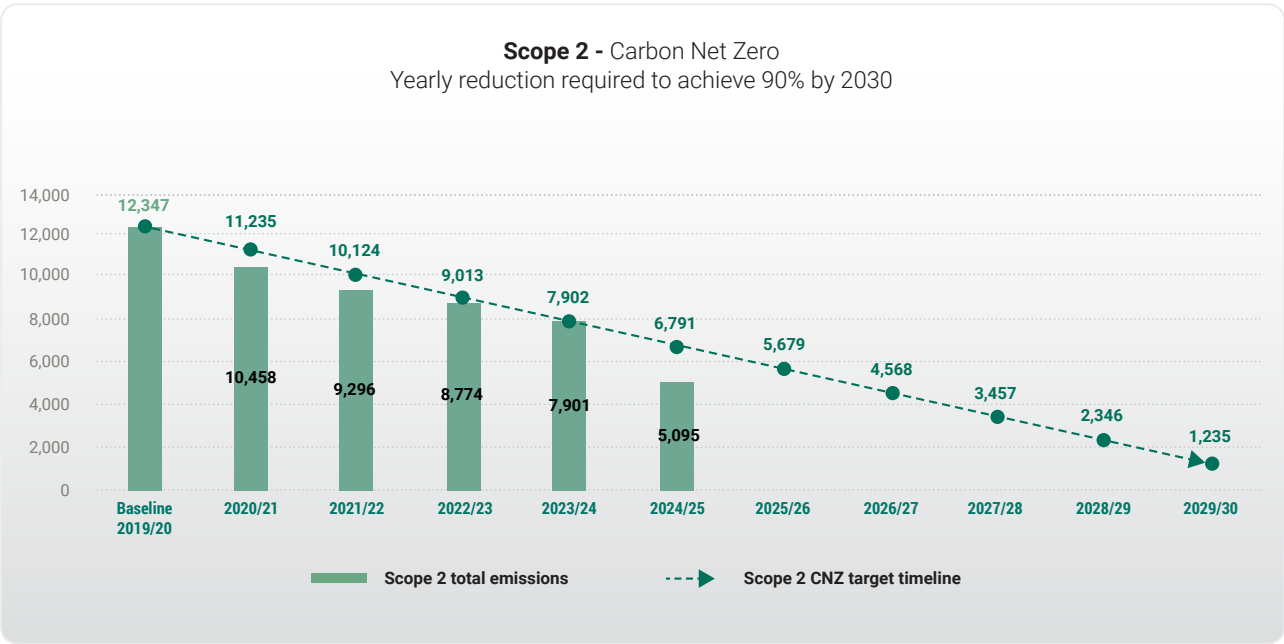
Paragon’s operational site in Nottingham is responsible for 52% of our group’s total Natural Gas consumption and scope 1 ‘Facility’ emissions, which is why the site partnered with ClearVue Ltd to install Gas half-hourly data loggers in October 2025. Working with ClearVue, we will utilise the new gas half-hourly data loggers to monitor consumption patterns in detail, identify inefficiencies and implement targeted measures to reduce energy use, cost and carbon emissions with the potential of upscaling this initiative across more operational sites.

Carbon Net Zero - Scope 2

“In 2024/2025 we achieved a 59% reduction in our Scope 2 emissions (against our baseline year of 2019/2020)”



Performance summary



This achievement represents a 59% reduction from our 2019/20 baseline, underscoring our firm commitment to sustainability and our journey towards a 90% reduction in Scope 2 emissions by 2030.

Programmes, initiatives and case studies

Consolidation of operational sites

Consolidation of sites during this reporting period contributed towards reducing our overall consumption of National Grid supplied electricity by an estimated 6,000MWh / 1,000 tCO₂e.

Energy efficiency and carbon reduction

Energy data continues to play a critical role in supporting our progress towards achieving our Scope 2 net zero emissions target. By leveraging detailed half-hourly electricity consumption data, our operational sites are able to measure, optimise and reduce energy use through targeted efficiency initiatives.

The following case studies illustrate key actions and achievements from this reporting period.

Improved behaviours

Combined behaviour change initiatives delivered an estimated 1,000 MWh in energy savings and avoided 177 tCO₂e of emissions

Server room upgrades

Server room assessments identified energy efficiency savings which delivered significant reductions across three operational sites

Lighting upgrades

This year, four additional operational sites transitioned to 100% LED lighting, delivering continued energy savings, lower maintenance requirements and reduced emissions

Out of hours 'wasted energy'

Targeted reductions in out-of-hours electricity use at Nottingham, Sunderland, Sheffield and Lancing delivered significant cost and emissions savings at zero capital cost, demonstrating the impact of data-driven efficiency measures

Renewable energy

We continue to source 99.9% of our electricity from REGO-backed tariffs. While Scope 2 emissions are gradually decreasing nationally due to the UK Government’s decarbonisation of the National Grid, we remain focused on further reducing our reliance on grid supplied energy. This not only supports our decarbonisation ambitions but also strengthens the resilience of our power supply and reduces exposure to energy market volatility.

As part of our renewables programme, our first UK solar PV installation was completed in August 2025 at our largest operational site in Dagenham. This system is forecast to generate 1,600 MWh of renewable electricity annually, delivering a reduction of approximately 290tCO2e per year once fully active.



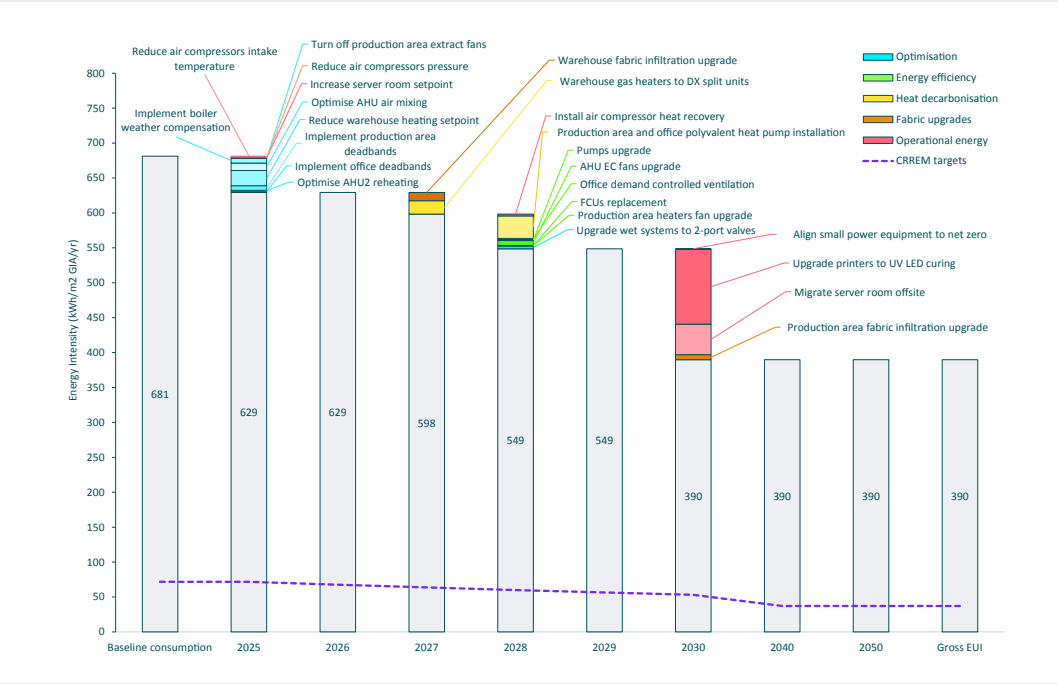
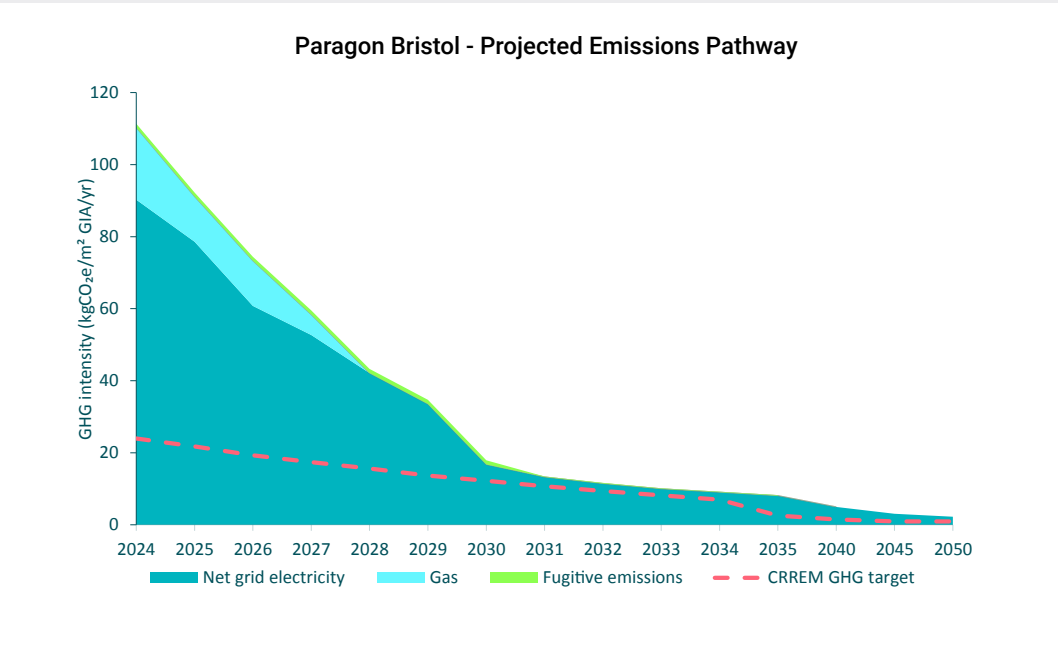
Looking ahead, we have plans to roll out additional solar PV installations across all feasible operational sites by 2028, alongside continued assessment of further on-site renewable energy opportunities.

Opportunity	Detail	Potential carbon saving
Solar	At various stages of investigation at five locations	456 tCO ₂ e 9% reduction (scope 2 emissions)
Biogas	Direct Green Gas connection with neighbouring business at our Dagenham location	172 tCO ₂ e 10% reduction (scope 1 emissions)

Portfolio decarbonisation pathway

To support Paragon’s Carbon Net Zero objectives, Paragon have partnered with Net Zero specialists, Verco Ltd, to help identify and develop a Carbon Net Zero pathway for our largest operational sites.

In May 2025, Verco began working closely with our Bristol site, conducting a site-based decarbonisation audit/assessment of the property and operation, with the results being presented by Verco in late July.



Progress is now underway at Bristol to implement all currently feasible carbon reduction opportunities in line with the required timeframes to achieve the site’s optimal carbon efficiency potential. Further assessments will be conducted at our remaining operational sites from 2026.

Carbon Net Zero - Scope 3

“In 2024/2025 we achieved a 46% reduction in our Scope 3 emissions (against our baseline year of 2019/2020)”

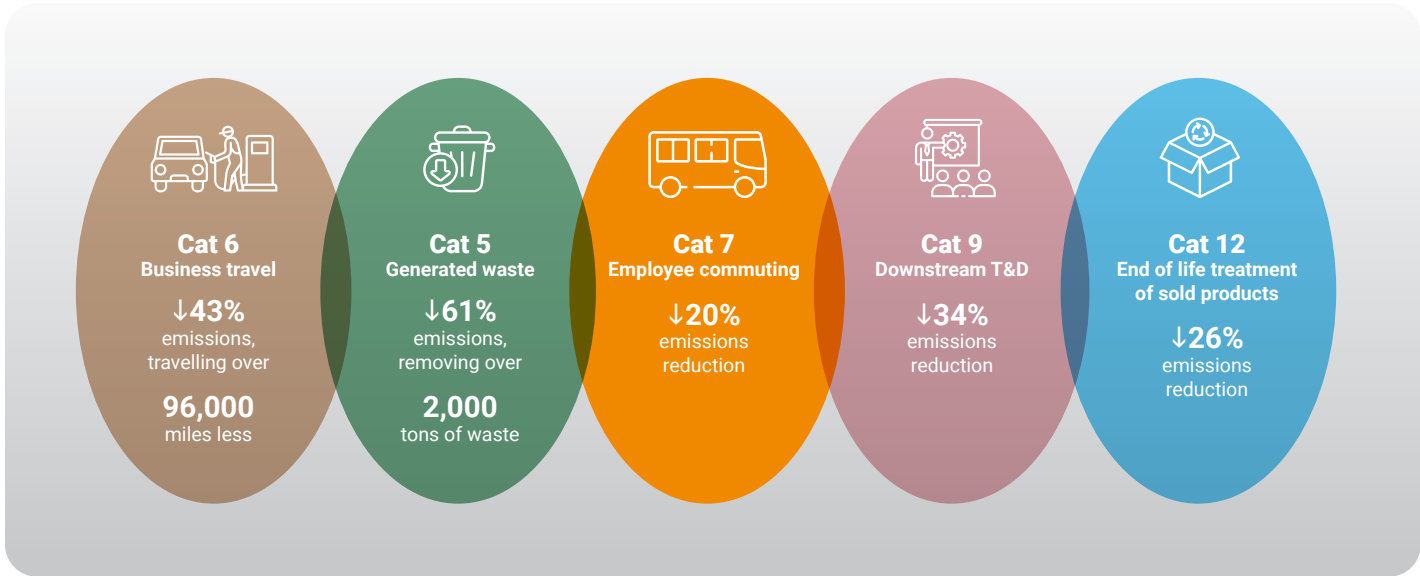
To align with our PCC Global Group Scope 3 targets and support a more accurate and meaningful evaluation of our environmental performance, we are transitioning from an absolute Scope 3 carbon-reduction target to engagement and intensity-based targets. As our business evolves and client demand fluctuates, absolute measures can obscure the real efficiency gains we are making across our value chain. Going forward, our targets will be based on two complementary components:

- Scope 3: Supplier Engagement Targets, which focus on setting expectations for suppliers’ own Carbon Net Zero commitment and reduction.
- Scope 3: Intensity Targets, which address emissions generated by our operational supply chain in relation to our turnover.

This dual approach allows us to focus on driving both engagement with the supply chain and ensuring both Paragon and our partners deliver on our Carbon Net Zero commitments.

Scope 3 performance summary

We have reduced our Scope 3 emissions by 13% this year (20,320 tCO2e), achieving a 46% overall decrease (116,477 tCO2e) since our baseline year, marking substantial progress in decarbonising our value chain.



These reductions have been achieved across nine out of the ten Scope 3 reporting categories, which reflect coordinated efforts across our operations, workforce, clients and supply chain, supported by improved carbon reporting accuracy, lower carbon conversion factors and the consolidation of operational sites.

Progress continues to be made with improving our Scope 3 carbon measurements, particularly our Cat 1 - Purchased Goods and Services (which accounts for more than 50% of our overall emissions).

Thanks to the support from our suppliers, this year we were able to increase the amount of ‘product level’ carbon accounting to improve our Cat-1 emissions accuracy. This change has given us a much clearer understanding of the carbon footprint across our spend at both business and site level.

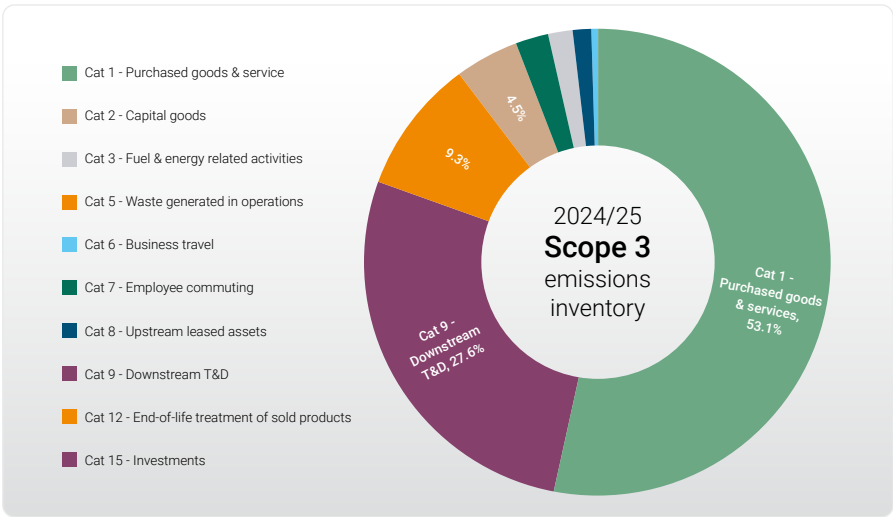
This improved measurement combined with site and department accountability and responsibility resulted in our reported reduction in Scope 3 emissions.

Scope 3 is the biggest challenge for most businesses, and we recognised we needed to invest in the tools to allow improved benchmarking and engagement with our supply chain across a wide range of sustainability topics.

Throughout 2024/25 we have been transferring existing suppliers onto our supplier relationship management portal, PartnerHub. This helps facilitate improved supplier performance programmes and provides the technology to more easily benchmark our supply partners’ ESG credentials.

It also helps us gather more accurate ESG data and integrate with our purchasing and financing systems to allow purchasing decisions to be made not just on price, but on the ESG credentials of a supplier and product.

The system now provides the tools needed to benchmark and set net zero intensity targets with our key supply partners, facilitating the collaboration and innovation needed to achieve our mutual net zero targets.



Scope 3 by 2035

2023

- ▶ New supplier relationship management platform implemented
- ▶ Benchmarking of supply chain ESG credentials introduced

2024

- ▶ Decision-making framework introduced for supplier selection and due diligence based on ESG

2025

- ▶ Baseline Carbon Net Zero target in supply chain

2026

- ▶ Define in-scope supply chain categories, minimum ESG requirements and prioritise for engagement
- ▶ Supplier engagement and expectation setting

2028

- ▶ Monitor supply chain target setting progress
- ▶ Monitor progress towards supply chain Carbon Net Zero targets

Innovation

Eco-Seal and Eco-Peel

Our Eco-Seal and Eco-Peel single-piece mailer products continue to demonstrate how smart design can deliver real environmental value. These solutions reduce material use, streamline production and lower emissions for both Paragon and our clients.

Before their market launch, an independent Life Cycle Assessment (LCA) conducted by JRP Solutions confirmed that Eco-Seal and Eco-Peel deliver a minimum 40% reduction in CO2e emissions compared with traditional letter-in-envelope formats.

Since launch, demand has grown steadily, reflecting strong client engagement in low-carbon product choices.

Metric	Result	Impact
Products dispatched	23 million+	Demonstrating strong client adoption
Verified carbon saving	>40% CO ₂ e reduction	Independently assessed by JRP Solutions
Total emissions avoided	24.4 tCO ₂ e	Equivalent to the annual electricity use of 3 UK homes*



Waste

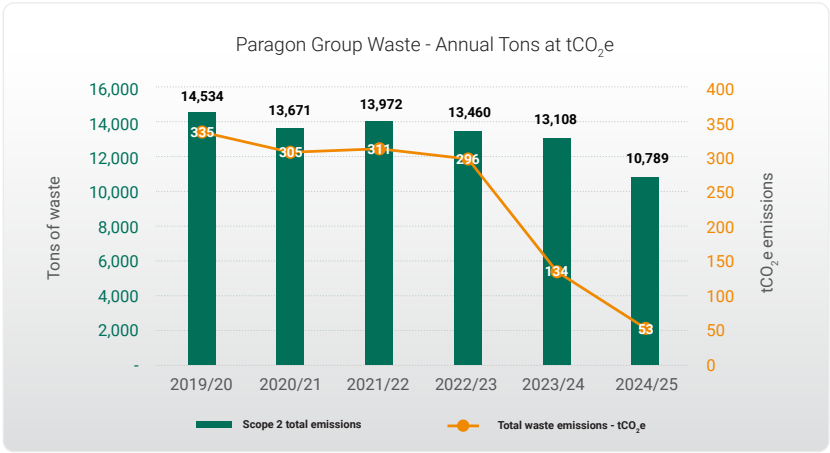
The circular economy is governed by multiple regulatory requirements. Meeting legislation is the bare minimum, and we want to ensure our waste streams and products are easily recyclable at end of life as standard. All our sites have a zero waste to landfill policy, and we systematically apply the waste hierarchy of refuse, reduce, reuse and recycle across our processes and waste streams as delivered to our employees through our internal ‘5Rs to Zero Waste’ training module.

Over 72% of our revenue is from paper-based products, so already easily recyclable at end of life. We are working to assess the sustainability credentials, including recyclability, of our remaining product base. We recognise that for some products there is no perfect solution, and it will take collaboration and the cooperation of our value chain to reach the goal of having all products feeding into the circular economy.



Waste performance

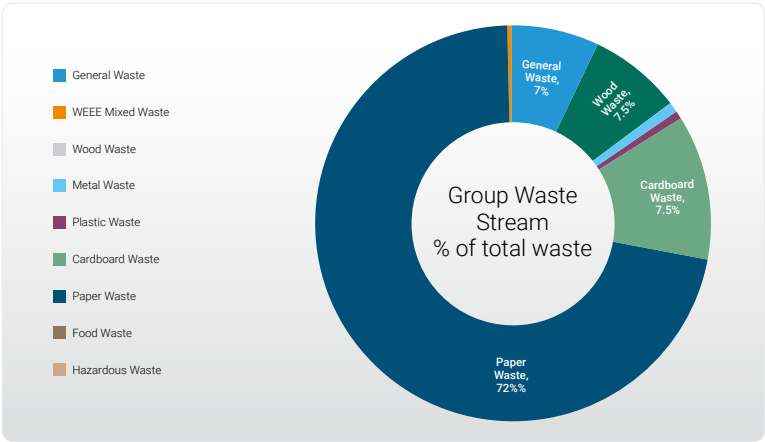
Key area	Already implemented	Next steps	Our impact
Site waste management	- Zero site waste to landfill in place, with non-recyclable waste sent to Energy for Waste (EfW) - Food waste recycling introduced in UK sites to meet new legislation - Installation of cardboard shredders at 2 locations to reuse waste cardboard as packing material 93% UKIL Group waste recycling rate 100% of employees receive annual waste reduction training	FY2025/2026 ‘Grey board’ reuse project at Dagenham Achieve 100% Group waste recycling rate by 2028 Identify further re-use opportunities	12 RESPONSIBLE CONSUMPTION AND PRODUCTION Ensure sustainable consumption and production patterns by ensuring our site activities, waste hierarchy and waste streams support a circular economy, and we use our resource wisely
Waste Reduction	Our sites work to reduce consumption of raw materials through LEAN manufacturing programmes	FY2025/2026 Continue to drive operational efficiencies to reduce waste, both upstream & downstream	15 LIFE ON LAND
Product design	Product design is critical for determining the environmental impact of our solutions, through to end of life. We work with clients and vendors to promote the use of the most sustainable materials to increase the likelihood that materials are reused or refurbished and do not end up in a waste stream	FY2025/2026 Continue to engage with clients to design engineer out waste from products and services	Protect, restore and promote sustainable use of terrestrial ecosystems by ensuring our site activities and products support a circular economy and do not contribute to land pollution



2024/25 data provided by our waste collection suppliers, shows our total tons of generated waste reduced by 18% (2,320 tons) compared to 2023/24. This volume reduction, along with reduced UK Government carbon conversion factors for waste, also delivered a huge 61% reduction in our Cat-5 waste emissions.

Paper waste remains our largest waste stream, rising from 57% of our total waste last year to 72% for 2024/25. This increase is attributed to our large reductions in cardboard waste achieved this year, which previously accounted for 27% of our total waste.

You can see more details in the below cardboard waste case study.



Waste or resource?

Using waste as a resource

In 2025, our Sheffield site saw an opportunity to adapt their operational processes to convert ‘waste’ cardboard into an eco-friendly and valuable packaging material resource to replace existing purchased packaging void.

Following the successes this delivered, our Dagenham site quickly adopted the same practices and achieved even greater results.

This simple but effective behaviour change has contributed towards:

- ✓ Reducing our Cardboard waste by 64% (2,241tons) across the group
- ✓ Reduces our reliance on packaging void single-use plastics
- ✓ Cuts packaging and waste disposal costs
- ✓ Lowers both Scope 3 Category 1 & 5 related carbon emissions

Demonstrating how small operational changes can deliver meaningful impact on our journey to net zero.



Christmas tree ‘Recycled decorations’ competition

Following the successful Christmas tree ‘Recycled decorations’ competition, colleagues at our Lancing site kindly invited all Paragon sites to join in with the fun this festive season to run their own site competition. Staff were encouraged to use their imagination and creative skills to upcycle every day waste items from both home or work, into festive decorations and display them on their site’s dedicated Christmas tree.

This competition was not just about bringing an element of festive fun, it also supported Paragon’s environmental values and objectives as a great example of what can be achieved by changing our perception of ‘waste’ to a ‘reusable resource’, a behaviour we encourage all Paragon employees to embrace to help reduce our environment impact.



Paragon upcycling

To encourage Paragon employees to see waste as a potentially valuable resource, we actively support creative ways to upcycle operational waste into useful items. These initiatives benefit employee wellbeing, local wildlife and the wider community, while helping to shift perceptions from ‘waste’ to ‘reusable resource’.

This is a mindset we encourage all Paragon employees to embrace as part of our commitment to reducing our environmental impact.



Water

Paragon’s own on-site activities use minimal amounts of water, mostly for domestic use and plate making at our print sites. Our sites take action to reduce water consumption through upgraded plate making machines, tap fittings in kitchens and bathrooms and urinal controls.

Over **72%** of our revenue is from paper-based products. Production of paper by our supply partners is highly water intensive, although the majority is returned to the environment in accordance with local effluent regulations. We are committed to mapping the water risk in our tier one supply chain and developing additional metrics and targets should this be classified a material topic or risk.

Key area	Already implemented	Next steps	Our impact
On site activities	• Plate making upgrades to reduce water consumption • 50% of Dagenham site’s urinals now converted to Waterless urinals • Dagenham site converted 100% of office floor taps to eco-friendly taps • Water supplier ‘site assessments’ completed at two operational sites in 2024/25, reducing annual consumption by over 1,000 cubic meters	FY2025/2026 Complete water supplier assessments at three largest consuming operational sites and implement all feasible controls Install rainwater butts at three sites to provide natural water source for on-site external green spaces FY2026/2027 Continuation of the above across remaining sites where necessary	6 CLEAN WATER AND SANITATION Ensure sustainable consumption and production patterns by ensuring our site activities, waste hierarchy and waste streams support a circular economy, and we use our resources wisely
Our paper supply partners	Our sites work to reduce consumption of raw materials through LEAN manufacturing programmes	FY2025/2026 Assess water reduction opportunities at all locations and implement controls Map water scarcity risk for all paper tier one supply partners	



Our 2024/25 consumption of water **reduced by 35%** compared to our 2019/20 baseline year

Our 2024/25 wastewater **reduced by 28%** compared to our 2019/20 baseline year


Water supplier site assessments completed at two operational sites in 2024/25


50% of Dagenham site's W/C urinals are now converted to waterless

2024/25 performance

Supplier-provided data shows we reduced our consumption of water by **9,079** cubic meters in 2024/25 across our operational sites, compared to 2023/24.



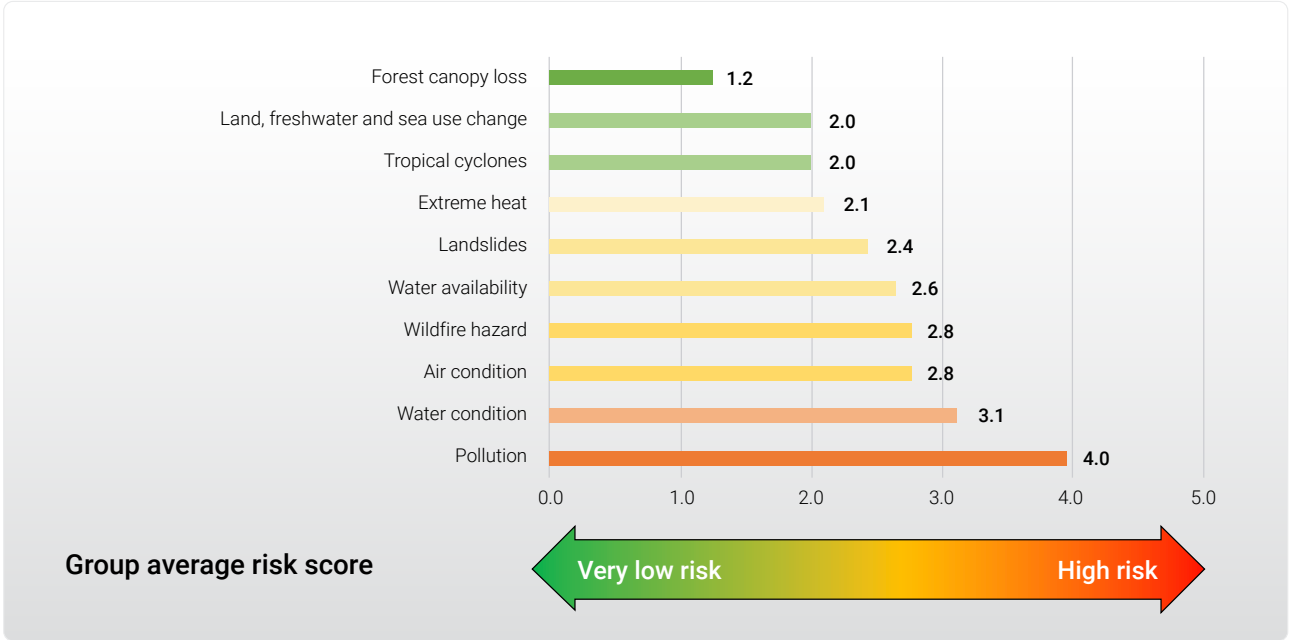
Nature and biodiversity

Paragon approaches nature and biodiversity from both a value chain, and local operational perspective. Nature and biodiversity loss present risks to our supply chain impacting business continuity and operational cost resulting in reputational and regulatory consequences.

Key area	Already implemented	Next steps	Our impact
Site activities	Nature and biodiversity risk assessments completed at 100% of sites Distribution of wildflower seeds to staff and clients, equivalent to 19 tennis courts 55% of operational sites have enhanced their surrounding landscapes to encourage nature and biodiversity to regenerate, including creating nature gardens, bug hotels, bird boxes and re-wilding Over 8 local projects to promote nature and biodiversity regeneration	2025/2026: Target remaining operational sites to take local action on Nature & Biodiversity regeneration	12 RESPONSIBLE CONSUMPTION AND PRODUCTION  Ensure sustainable consumption and production patterns by ensuring our site activities, waste hierarchy and waste streams support a circular economy, and we use our resource wisely
Value chain activities	Assessment of revenue dependent on nature for raw Materials Supply chain engagement with paper suppliers on nature and biodiversity regeneration	2025/2026: Compliance reporting for EUDR from 30 December 2025 Nature & biodiversity risk assessment for tier one supply partners 2027-2030: Identify value chain opportunities to enhance nature and biodiversity regeneration within and beyond our value chain	15 LIFE ON LAND  Protect, restore and promote sustainable use of terrestrial ecosystems by ensuring our site activities and products support a circular economy and do not contribute to land pollution

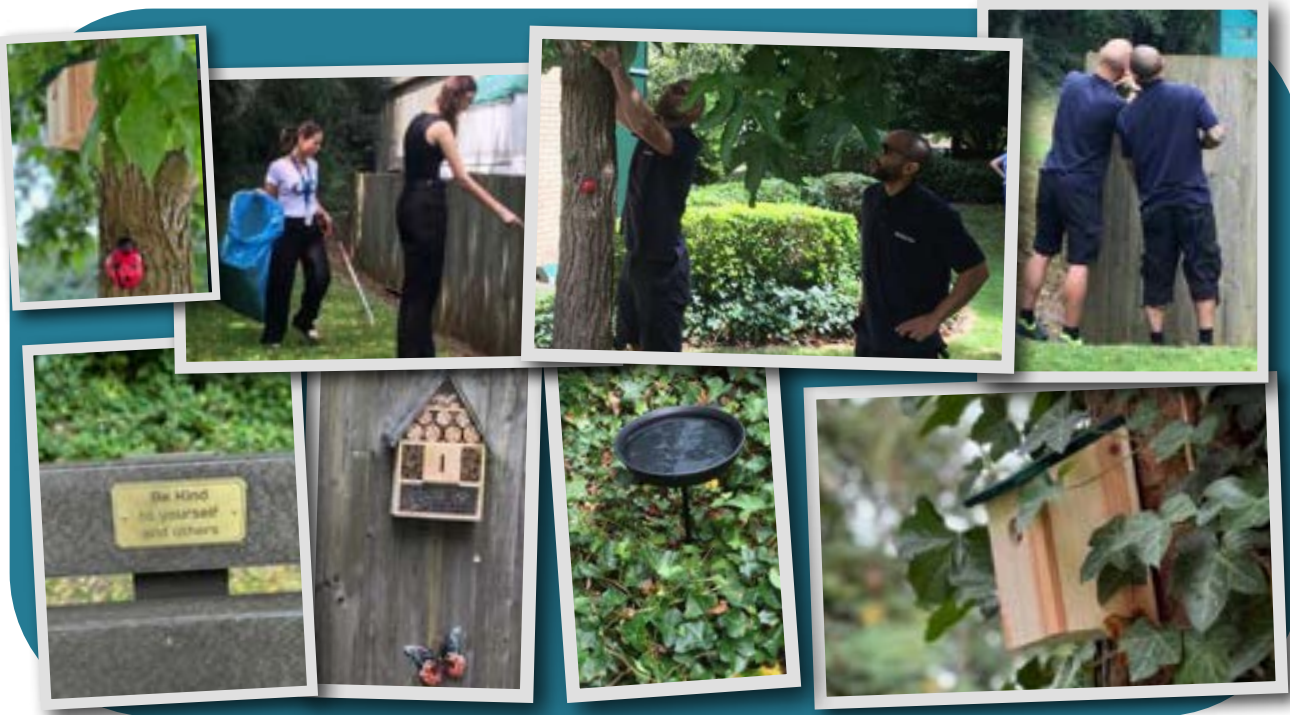
Nature and biodiversity risks

We assess every location where we own or operate the entire site by using a WWF risk filter tool. This way, we can tailor site-specific plans to manage the significant local risks and plan activities that will most impact the local area.



We fully understand our business is highly dependent on nature for our biggest raw material (paper) and we're pleased to confirm 100% of our direct paper suppliers commit to zero deforestation.

Enhancing Paragon site green spaces



Our sites at Bristol, Sunderland, Chippenham, Luxembourg and Dagenham completed Nature and Wellbeing projects this year, enhancing their surrounding landscapes to support and protect local nature and biodiversity.

Paragon Lancing volunteer project - supporting nature and community



This reporting year, our Lancing site started a new partnership with a local charity, 'Pollinator Pioneers', supporting their community and biodiversity 'Bees & Seas' project. With funding support provided by the Paragon ESG fund, Lancing have sponsored a flower bed at the local community park where their employees take time out of their working day to help plant and maintain the upkeep of the flower bed.

To promote how the flower bed is supporting nature and biodiversity, the site also ran a 'pollinators' photo competition which captures the diverse species of wildlife now benefitting from visiting the flower bed.

Paragon supporting Earth Day

The ESG team and the Wellbeing team partnered to run an environmental initiative in support of this year's annual 'Earth Day Celebration'.

A total of 2,500 Paragon branded packets of native UK and Ireland wildflower seeds were distributed to all Paragon sites across the group, with sites supporting the initiative by issuing them to employees, clients and visitors.

If planted, they have the potential to create over 5,000 square meters of much-needed native wildflower habitats – that's the size of 19 tennis courts!

These habitats will support at-risk native pollinators like bees and butterflies, which have been in steady decline across the UK and Ireland since 1980.



SUNDERLAND EARTH DAY



A number of sites also chose to plant some of the seeds in dedicated on-site green areas to help boost local nature and biodiversity and hold their own Earth Day celebrations as pictured at our Sunderland site.



Partners

Alignment with the UN Sustainable Development Goals

Our Partners strategy plays a critical role in advancing our wider sustainability ambitions. The table below outlines how our work with clients, suppliers and wider value-chain partners supports key UN Sustainable Development Goals. By strengthening responsible sourcing, ethical governance, climate action and collaborative innovation, we ensure that our partnerships contribute directly to global progress while driving meaningful, measurable impact across our supply chain and client ecosystem

SDG	Goal	How our partners strategy supports SDG goals
SDG 8: Decent Work and Economic Growth 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	- Strengthened governance through PartnerHub ESG assessments and risk based supplier management - Ensures fair working conditions via modern slavery due diligence and enhanced oversight of high risk countries - Builds supplier capability through engagement, forums and ESG SLAs - Increases spend with diverse owned and under-represented suppliers
SDG 12: Responsible Consumption and Production 	Ensure sustainable consumption and production patterns	- Promotes responsible sourcing of raw materials through FSC and PEFC certification - Encourages circularity and waste reduction through supplier engagement and sustainable product design - Uses carbon tools to drive low impact procurement and production choices - Supports clients in reducing Scope 3 emissions through lifecycle insights and carbon reduction planning
SDG 13: Climate Action 	Take urgent action to combat climate change and its impacts	- Helps clients map and manage Scope 3 emissions using carbon reporting tools and reduction planning - Engages supply chain partners on Carbon Net Zero - Aligns sourcing decisions with organisational net zero pathways - Expands carbon balanced paper options and low emission product choices for clients
SDG 16: Peace, Justice and Strong Institutions 	Promote peaceful and inclusive societies, provide access to justice for all and build effective, accountable institutions	- Strengthens ethical conduct through mandatory training in antibribery, sanctions, fraud prevention and modern slavery - Uses PartnerHub to ensure transparent ESG data, supplier verification and governance controls - Applies enhanced due diligence for high-risk suppliers, including human rights considerations - Supports compliance with regulatory frameworks across supply chains
SDG 17: Partnerships for the Goals 	Strengthen the means of implementation and revitalise the global partnership for sustainable development	- Collaborates with clients across sectors to co-develop sustainability solutions - Engages suppliers in ESG improvement plans, data sharing and benchmarking - Participates in DEI-focused partnerships - Drives cross-value-chain innovation through shared targets, joint initiatives and transparency

Stakeholders

Understanding stakeholder priorities

During this reporting period, we undertook a review of stakeholder expectations, drawing on insights from client conversations, bid and tender activity, regulatory developments and wider market trends. This work helps ensure that our sustainability strategy remains aligned with the evolving needs of the organisations we work with, as well as the broader expectations placed on businesses like ours.

Clients

As a service-led, business-to-business organisation, our clients are among our most important stakeholders. Across the diverse industries we support, their sustainability expectations continue to evolve, shaped by regulatory change, shifting consumer behaviour and ambitious organisational commitments.

Despite the variety of sectors we serve, common themes consistently emerge. Clients are increasingly focused on both environmental and social priorities, including:

Environmental sustainability

- Carbon reduction and progress towards net zero
- Adoption of circular economy principles
- Reducing reliance on single-use materials

Social sustainability

- Creating social value
- Strengthening community engagement
- Advancing diversity, equity and inclusion
- Ensuring ethical and transparent supply chain governance



Our clients operate across almost every major sector, including financial services, insurance, retail, utilities, travel and leisure, and the public sector.

We play an important role in their value chains, providing the services, data and technology that help them progress towards their sustainability goals. Our work supports them in addressing shared global challenges, from carbon reduction to responsible sourcing and inclusive practices.

We maintain close engagement with our client base to understand their priorities and support their sustainability journeys. We engage directly with our largest clients and these conversations strengthen collaboration across our value chain to help drive the innovation required to achieve Carbon Net Zero and wider ESG outcomes.



59% of our revenue comes from client’s who have set net zero targets that extend into their supply chains, making us a key stakeholder in the delivery of their net zero targets. We have engaged directly with clients who collectively represent more than 50% of our revenue on key sustainability topics, including climate action, DEI, and social value creation.



Key areas	Already implemented	Next steps	Our impact
Supply chain risk management	Supply chain risk assessment and due diligence framework in place to address supplier controls for: - Information security - ESG - Business continuity - Human rights and Modern Slavery	2025/2026 Review framework to ensure consistency across our regions and compliance with the Corporate Sustainability Due Diligence Directive (CSDDD)	 Promote sustained, inclusive and sustainable economic growth by ensuring our supply chain operates ethically
Supply chain ESG framework	Benchmarked Carbon Net Zero target status of suppliers with whom we spend over €100,000 59% spend has Carbon Net Zero target set Inclusion of ESG questionnaire within supplier due diligence framework	2025 – 2027 Set minimum requirements framework for supply chain ESG performance Continue ESG benchmarking of supplier chain performance including: - Carbon Net Zero target - Zero waste commitment - Zero deforestation commitment - Modern slavery commitment - DEI commitments - EcoVadis score	 Reduce inequality across our value chain by providing equal access to opportunity for all partners
Diverse supplier programme	Diverse owned / operated status benchmarked for 30% of our supply chain spend (where local regulatory frameworks allow) This covers the following categories: - MSMEs - Women owned - Ethnic minority owned - LGBTQ+ owned - Veteran owned - Disability owned A key focus has been the development of a community of women-owned and women-led businesses. Over the past 3 years Paragon Global Brands have increased annual spend with women-owned businesses to 13%	2025-2027 Continued benchmark of diverse owned / operated spend Identification of supply chain categories where spend with diverse owned / operated suppliers could be increased	Ensure sustainable consumption and production patterns by ensuring our supply chain operates responsibly Strengthen partnerships with our supply chain to deliver meaningful changes for our economy, planet and societies

Paragon client carbon services

To support clients in reducing their environmental impact, we provide a suite of carbon-management tools that offer clear, evidence-based insight into the emissions associated with the products and services they source from us. These tools help clients understand their Scope 3 footprint, identify opportunities for improvement and make informed decisions about their sustainability strategies.

QuickCarbon

QuickCarbon provides an accessible, spend-based estimate of the carbon footprint linked to the goods and services purchased from Paragon over a 12-month period. It highlights emissions hotspots and supports early-stage carbon-reduction planning.

Carbon Calculator

Our Carbon Calculator offers a detailed, product-level carbon footprint of contracted goods and services. By establishing a 12-month baseline, clients can track changes over time and evaluate the impact of reduction initiatives.

Carbon reduction planning

We work closely with clients to design carbon-reduction approaches aligned with their organisational goals. This enables evidence-led decision-making and supports long-term progress towards Scope 3 reduction targets.

Carbon offsetting

Where emissions cannot yet be fully eliminated, clients can access externally certified offsetting schemes. These options provide a credible way to compensate for residual emissions as part of a strategy that prioritises reduction first.

Suppliers

Supplier engagement and progress in ESG

Paragon continues to work with an extensive network of more than 3,500 suppliers, active across 44 countries. Our supply chain spend adds approximately £339 million to both local and global economies, highlighting our significant economic impact and ongoing global reach.

ESG influence across our value chain

Over 90% of our carbon footprint resides within our supply chain. This means we do not directly control most ESG-related risks and opportunities, which makes measurement, influence and change particularly challenging. Nevertheless, by extending our ESG ambitions, including gender equality, a real living wage, zero waste and zero deforestation into our supply chain, we recognise our potential to drive meaningful, broad-based change.

Supplier onboarding and ESG data integration

To date, 569 suppliers have been fully onboarded into PartnerHub, representing over 17% of total supply chain spend. Although our wider supplier base exceeds 3,500 entities, a significant proportion fall outside the thresholds for risk-based due diligence (for example, government bodies and agencies) and therefore are not required to complete full onboarding.

We aim to complete system migration for all in-scope suppliers by early 2026, further strengthening the accuracy and completeness of our ESG benchmarking.

PartnerHub enables us to collect detailed ESG data, perform risk analysis and track supplier performance. The platform supports due diligence both at onboarding and throughout the lifecycle of each supplier relationship, ensuring we maintain a consistent and robust approach to supplier governance.

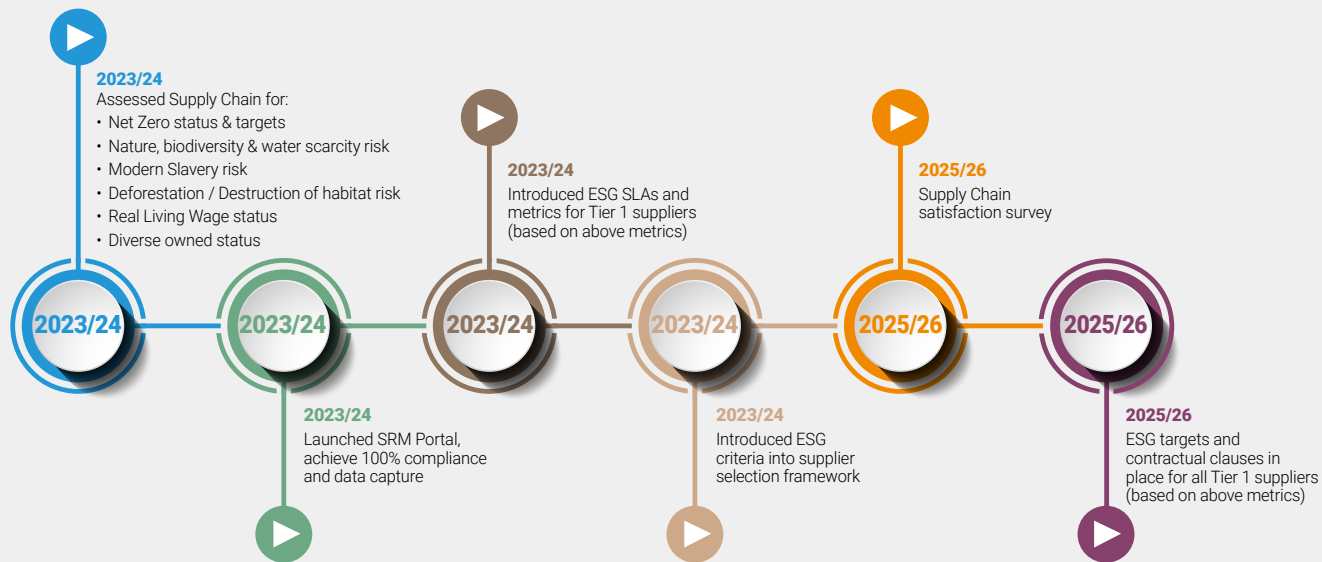
- 91% of suppliers have signed Paragon’s Code of Conduct, which outlines our expectations on ethical behaviour, labour standards, environmental management and anti-corruption. The remaining 9% declined but provided their own Codes of Conduct, each of which met the same threshold as our requirements.

Supplier diversity and inclusion insights

For the first time, we have incorporated enhanced DEI metrics into our supplier onboarding process to better understand the organisations we work with and assess alignment with our values on inclusion

and responsible business. Suppliers were invited to share anonymised demographic information spanning gender, ethnic background, disability status and LGBTQ+ representation. Around one third of suppliers (approximately 34%) provided some level of demographic data, with small proportions reporting across individual characteristics such as gender (10%), ethnic background (2%), disability status (1%) and LGBTQ+ representation (<1%), as well as a combination of these. The majority (66%) indicated that they do not currently collect employee demographic information, highlighting an opportunity for continued engagement, capability building and shared learning across our supply chain.

Partners



Our Supply Chain ESG Roadmap sets out a phased approach to improving transparency, governance and responsible sourcing across our supplier network. In 2023/24 we focused on building a strong foundation through risk assessments, data capture and the launch of our SRM portal. Over 2024 and 2025, we are strengthening engagement, ensuring our expectations are understood and shared. By 2025/26, all Tier 1 suppliers will have formal ESG targets and contractual clauses aligned to our wider sustainability ambitions.

Modern slavery risk in our supply chain

Paragon’s updated analysis using the Global Slavery Index shows that while the vast majority of our supplier expenditure is concentrated in low-risk countries, a small proportion of our spend is directed to suppliers operating in high-risk regions such as India, China, Turkey, Sri Lanka and the Philippines. Although this represents only a very small percentage of our overall supply chain spend, these countries carry a significantly higher prevalence of modern slavery according to the Global Slavery Index.

In practical terms, this means we apply enhanced scrutiny to suppliers operating in these geographies. This includes strengthened due diligence at onboarding, more frequent monitoring, and the use of targeted assessments or additional contractual requirements relating to human rights and worker protections. We recognise that even limited financial exposure in high-risk countries can carry material ethical risk. As a result, we take a proportionate, risk-based approach that goes beyond standard onboarding practices and ensures active engagement throughout the lifecycle of the relationship.

Country	% of total spend	GSI risk
Australia	0.018%	Low
Belgium	0.210%	Low
Bulgaria	0.000%	Low
Canada	0.084%	Low
China	0.656%	High
Croatia	0.014%	Low
Czech Republic	0.126%	Low
Denmark	0.100%	Low
Egypt	0.000%	High
Estonia	0.066%	Low
Finland	0.886%	Low
France	0.035%	Low
Germany	0.297%	Low
Guernsey	0.068%	Low
Hungary	0.183%	Low
India	2.122%	High
Ireland	3.629%	Low
Israel	0.023%	Low
Italy	0.291%	Low
Japan	0.000%	Low
Korea, Republic of	0.003%	Low
Lithuania	0.001%	Low
Luxembourg	0.657%	Low
Moldova, Republic of	0.001%	High
Morocco	0.000%	High
Netherlands	1.558%	Low
New Zealand	0.005%	Low
Norway	0.000%	Low
Philippines	0.005%	High
Poland	0.083%	Low
Portugal	0.182%	Low
Romania	0.128%	Low
Singapore	0.008%	Low
Slovakia	0.002%	Low
Spain	0.031%	Low
Sri Lanka	0.152%	High
Sweden	0.625%	Low
Switzerland	0.034%	Low
Turkey	0.239%	High
Ukraine	0.003%	High
United Arab Emirates	0.001%	High
United Kingdom	86.511%	Low
United States	0.518%	Low
Vietnam	0.001%	High

This proactive model of oversight supports our commitment to responsible sourcing and ethical business conduct across our value chain. The table below sets out each country, its percentage share of our total supplier spend, and the corresponding risk rating from the Global Slavery Index (2023), providing full transparency over our global risk exposure.

Key high-risk countries (according to the index):
India, China, Egypt, Turkey, Philippines, Sri Lanka, Morocco, UAE, Moldova, Ukraine, Vietnam
*Please note: In some cases, while spend may be 0%, risk is still marked based on country risk profile for completeness. Some “Low” risk countries may have pockets of risk in certain sectors or supply chains.

Recent innovations and next steps

We have started collecting data on our suppliers’ DEI (diversity, equity, and inclusion) ownership structures, enabling us to benchmark and, from 2025 onwards, set targets to increase spend with diverse-owned suppliers.
Engagement efforts have already captured DEI data for around 34% of our supply chain spend.

Key upcoming targets:

- Migrate all suppliers onto PartnerHub for a fully digital, benchmark-driven supply chain
- Introduce an ESG service level agreement (SLA) and metrics for high-risk suppliers
- Define and implement minimum ESG requirements according to supplier risk levels
- Host a supply chain ESG forum and satisfaction survey in 2027/28

Strengthening governance and accountability

A structured, proportionate governance framework ensures that:

- Suppliers are managed relative to their scale, service, value and criticality
- Dedicated forums are set depending on operational and strategic requirements
- Continuous improvement is embedded through ongoing risk analysis and performance measurement

Social impact and diversity

We actively seek to provide equal access to opportunities, with particular focus on businesses owned by under-represented groups, including women, minorities, LGBTQIA+, veterans, disabled owners and social enterprises.

Inclusion and sustainability are built into every step of our supplier management approach, from initial onboarding to ongoing engagement, benchmarking and policy setting.

We are in the early stages of fully benchmarking and measuring performance against targets, but progress with PartnerHub, enhanced data collection and new DEI initiatives show that we are well placed to accelerate positive impact across our supply chain in the coming year. Collaboration and innovation remain central to this journey.



Sustainable raw materials

Paper is the primary raw material used across our production sites and supply chain. As an industry leader, we use our position to strengthen relationships with key paper supply chain partners. Our aim is to continue reducing carbon emissions throughout the lifecycle of our products and services. The term 'chain of custody' refers to all parties who legally own the product during its lifecycle.

We understand that much of our supply chain spend and revenue depends on the natural world. The way natural resources are managed has a significant impact on the regeneration of nature and biodiversity. Paper and cardboard are inherently sustainable materials. Wood is both natural and renewable; as trees grow, they absorb CO₂ and paper continues to store carbon throughout its lifetime.

We only source paper from suppliers certified by the Forest Stewardship Council (FSC) and the Programme for the Endorsement of Forest Certification (PEFC).

Supply chain risk management

Both FSC and PEFC independently verify that forests are responsibly managed, with a strong focus on protecting natural habitats and respecting the rights of forestry workers and local communities. These certifications ensure that the paper we use to deliver communications for our clients has a fully traceable supply chain from forest to doormat.

FSC and PEFC standards support workers' rights, safeguard local communities and help reduce the risk of modern slavery and human rights violations throughout the supply chain and the lifecycle of our printed materials.

We primarily use FSC Mix stock, with some FSC Recycled stock. Currently, 98% of our paper stock is FSC or PEFC certified.

- 100% of our paper comes from mills or suppliers with a Carbon Net Zero plan
- 100% of our paper is sourced from suppliers committed to zero deforestation
- 100% of our paper comes from supply partners committed to the responsible sourcing of pulp and fibre

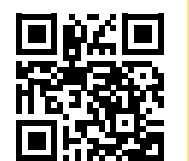
Recycled stock is often not suitable for high-speed printing because recycled fibres are weaker, which can cause more frequent web breaks and reduce production efficiency. Paper fibres can typically be recycled only six or seven times before they become unusable, meaning a supply of virgin fibre is always necessary for the paper industry.

You can find out more about sustainability in the European paper industry by clicking the link or scanning the QR code.

Carbon balanced paper

During the reporting period, we purchased carbon-balanced paper through our supply partners. Carbon balancing involves estimating the carbon impact of a product or service and offsetting it by preventing an equivalent amount of CO₂ from entering the atmosphere or by actively removing it.

Our carbon-balanced paper is sourced through carbon offsetting programmes run by the World Land Trust. These programmes help to offset emissions by purchasing and protecting areas of high conservation value forest. Sir David Attenborough is a prominent patron of the trust.



Click to download



People



At Paragon, we’re committed to building a workplace where everyone can thrive, one that supports wellbeing, promotes equity, and provides meaningful work.

In 2024, we launched our second annual staff satisfaction survey to better understand how our people experience work. These insights now shape our actions and set a baseline for ongoing progress.

We continue to invest in wellbeing initiatives, support networks, and inclusive policies to ensure our colleagues can bring their best and most authentic selves to work.

Our people strategy also considers those in our supply chain - through PartnerHub, our supplier management platform, we benchmark ESG credentials and drive shared progress with our partners.

People goals and KPIs

SDG	Goal	How our people strategy supports it
SDG 3: Good Health and wellbeing 	Ensure healthy lives and promote wellbeing for all at all ages	- Provides access to Mental Health First Aiders and Wellbeing Ambassadors - Delivers targeted support groups (cancer, menopause, grief, sexual harassment, financial guidance) - Promotes healthy work–life balance through wellbeing initiatives and resources
SDG 4: Quality Education 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	- Paragon Learning LMS centralises training resources and personalised learning paths - Leadership Development Framework, mentoring and Elevate programme - Executive coaching and professional development opportunities - Accredited internal capability (Insights Discovery, MHFA instruction) - Apprenticeships and student work experience to build skills and confidence
SDG 5: Gender Equality 	Achieve gender equality and empower all women and girls	- Supports Women’s Network and inclusive policies that enable progression and safety - Provides menopause support and awareness initiatives - Strengthens leadership pipeline and visibility for women through mentoring and manager development
SDG 8: Decent Work and Economic Growth 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	- Builds leadership and people-management capability across all levels - Expands apprenticeships (103 apprentices across 28 courses; 12–36 months) with strong retention - Offers executive coaching to improve decision-making and team performance - Enhances workforce planning and career pathways via structured learning and development
SDG 10: Reduced Inequalities 	Reduce inequality within and among countries	- Employee-led networks (Pride Network, Women’s Network) foster belonging and psychological safety - Work experience and apprenticeships broaden access to career opportunities - Inclusive learning access via LMS and tailored support for diverse needs
SDG 16: Peace, Justice and Strong Institutions 	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	- Anonymous whistleblowing platform strengthens transparency, ethics and accountability - Clear leadership expectations and governance embedded in the Leadership Development Framework



Our people

At Paragon, our people are the driving force behind everything we achieve. Across every business unit, site and role, it is their skills, energy and commitment that power our progress. As we continue to evolve, we are building a culture that values individuality, recognises lived experience and creates opportunities for everyone to thrive.

Our people strategy is rooted in respect, fairness and long-term impact. We are focused not just on headcount, but on what our workforce tells us about inclusion, engagement and opportunity. By linking our data to ESG priorities – such as wellbeing, equity and decent work – we gain deeper insight into how our business is performing and where we can grow.

Our approach

We are committed to creating an environment where all colleagues feel respected, empowered and equipped to succeed. Our people strategy is built on three key foundations:

- Wellbeing – prioritising mental, physical and emotional health through proactive support and resources
- Opportunity – offering meaningful career pathways through fair recruitment, progression and upskilling
- Engagement – listening and responding to staff feedback to build trust, motivation and shared purpose

These priorities help ensure we are not only a place to work, but a place to grow.

Metric	2024-2025 insight	ESG alignment
Total full-time employees	3,528	Workforce scale and stability
Average age of staff	41	Age diversity and experience
% under 30	12.60%	Early-career talent, succession planning
% over 50	39.40%	Knowledge retention, intergenerational inclusion
Gender breakdown (M:F)	60.9% : 39.1%	Gender representation
Average length of service	5.3 years	Organisational loyalty, stability
Average salary	£28.25k – FTE	Fair compensation and equity
Voluntary attrition	11.10%	Retention and engagement
Internal promotions	22% of total hires	Talent mobility, progression
Engagement score	76% - employee completed	Employee voice and satisfaction

In 2024–2025, our team of 3,528 full-time employees reflects a blend of experience, diversity, and commitment. With an average age of 41 and an average length of service of over five years, our workforce is both seasoned and energetic. We’re proud of our 1.6:1 gender ratio, strong representation across generations and a competitive average salary. Our voluntary attrition rate remains stable at 11.1%, reflecting our focus on engagement and retention.

Workforce overview

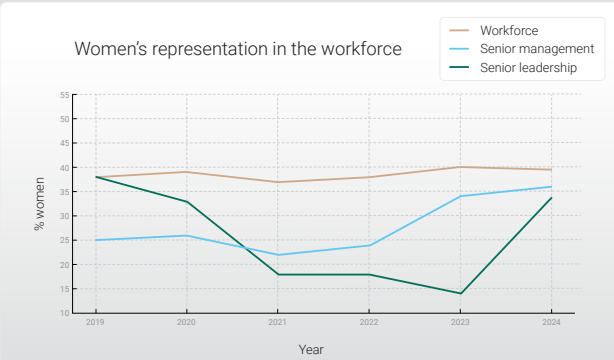
Our people are at the heart of Paragon’s progress. This year’s workforce snapshot reflects a stable and evolving organisation.

We’re proud to maintain a broad age profile, with 18% of colleagues under 30 and 23% aged 50 and over. These figures support our long-term commitment to inclusion, knowledge-sharing and sustainable talent development.

We continue to invest in the wellbeing, engagement and development of every individual across the business. As we grow, our focus remains on creating meaningful careers and resilient, people-led progress.

Gender and inclusion metrics (2019/2020 to 2024/2025)

Metric	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
% Female / Male / Non-specified	38% female, 62% male	39% female, 61% male	37% female, 63% male	38% female, 62% male	40% female, 60% male, <1% non-specified	39.59% female, 60.31% male, 0.10% non-specified
% Female in Senior Management (previously salary >£70k, now Board + two levels down)	25%	26%	22%	24%	34%	35.97%
% Female on Senior Leadership Team (SLT)	38%	33%	18%	18%	14%	33.80%
% Staff paid Real Living Wage or above	Not measured	75%	Not measured following acquisition	66%	69%	75.77%



Over the past five years, our gender balance has remained broadly consistent, but we’ve seen a notable rise in women in senior management roles, from 25% to 34%. Representation on our Senior Leadership Team has declined, highlighting a key area of focus. Following an acquisition in 2023, average pay decreased due to a wider range of roles and experience. We continue to push for equity through pay transparency, inclusive recruitment and expanding Real Living Wage coverage, which has increased by four percentage points in the past year.



Our people are fundamental to the continued success and sustainability of our organisation. Over the past year, we have taken significant steps to enhance our people strategy through the introduction of key initiatives designed to strengthen leadership capability, uphold our values and foster a culture of accountability and professional growth.

Whistleblowing platform

As part of our commitment to integrity, transparency and ethical conduct, we introduced a new whistleblowing platform, powered by Vispato. This secure, independently managed system provides a fully anonymous channel for colleagues, suppliers and clients to report concerns relating to misconduct, non-compliance or any behaviour that falls short of our values.

By offering a safe and confidential route for raising concerns, the platform strengthens our governance framework and supports a culture where speaking up is encouraged and protected. It ensures that all stakeholders can report issues without fear of reprisal, reinforcing trust and accountability across our operations and value chain.

Leadership development framework

Recognising the importance of strong leadership in driving organisational performance, we introduced a Leadership Development Framework aimed at developing leadership capability across all levels. The framework provides a structured approach to leadership development, aligning with our strategic priorities and workforce planning objectives.

Key components include:

- Legacy Makers: a formal mentoring initiative designed to support leadership development, facilitate knowledge transfer and build cross-functional relationships. Experienced leaders are paired with emerging talent to provide guidance, support and career development.
- Elevate Programme: a dedicated training programme for first-line managers focused on equipping managers with the core skills required to lead effectively, including people management, performance development and operational leadership.

Paragon learning platform

Paragon Learning, our Learning Management System (LMS) first implemented in 2018, continues to play a vital role in strengthening organisational learning, development and performance. The LMS centralises training resources for consistent access to high-quality learning materials, streamlines onboarding and compliance training, and supports continuous professional growth through personalised learning paths and progress tracking. It also provides measurable insights via analytics and reporting, enabling us to assess skill development,

identify gaps and align workforce capabilities with strategic goals. Furthermore, its scalability and flexibility support evolving training needs while reducing costs associated with traditional training methods.

Personal and professional development

Our Learning and Development team has encouraged individuals and teams across the business to focus on personal and professional growth. Through structured learning opportunities, coaching programmes and access to a wide range of external resources, colleagues have been able to strengthen their skills, expand knowledge and pursue career aspirations. These initiatives empower employees to reach their full potential, contributing to higher engagement, resilience and organisational success during a period of significant change and growth.

Executive coaching

As part of our commitment to leadership excellence, we expanded access to executive coaching. This provided leaders with personalised guidance to strengthen strategic thinking, decision-making and people-management skills. One-to-one sessions enabled senior leaders to reflect on leadership style, build resilience and enhance their ability to inspire and engage teams. This investment develops confident, agile and future-ready leaders capable of navigating complex challenges.

Inclusivity and wellbeing

We remain committed to building an inclusive workplace where all employees feel valued, supported and empowered to thrive. This year we continued to invest in our employee-led inclusivity groups, including the Pride Network and Women's Network, recognising their vital role in fostering belonging, understanding and psychological safety. We also expanded wellbeing initiatives with access to Mental Health First Aiders, Wellbeing Ambassadors and targeted support resources.

Wellbeing Ambassador groups include: Cancer Support and Awareness, Menopause Support, Men's Chat Room, Grief First Aid, Sexual Harassment Support, Financial Advice and Support, Mental Health First Aider Support.

Investment in learning capabilities

This year, we deepened our commitment to

continuous learning and capability building. A new Training Manager was appointed to lead programme design and delivery aligned to business needs. We also achieved accreditations in Insights Discovery and Mental Health First Aid instruction, enhancing our internal capacity to deliver high-impact learning and wellbeing support.

Apprenticeships

Our apprenticeship programme remains a cornerstone of workforce development. Over the past year, we supported 103 apprentices across 28 different courses, with programme durations ranging from 12 to 36 months. We are proud to report a 100 percent retention rate, demonstrating strong engagement and support throughout the learning journey. Apprenticeships provide practical skills, recognised qualifications and a valuable talent pipeline for the organisation.

Work experience

We recognise the importance of providing opportunities for young people at the start of their careers. This year, work experience was hosted at our Park House offices by two current apprentices (both former work experience attendees). CEO Clem Garvey met with students to share insights on his career journey and encouraged reflective discussions on their own aspirations. Colleagues from all departments engaged with the students through presentations, conversations and informal interactions, reinforcing the message that early choices do not define future success but can spark meaningful career paths.

Future focus: we plan to widen the programme to engage students across the UK, Ireland and Luxembourg, and strengthen relationships with local educational institutions.

Outlook

Our investment in people remains a core pillar of our long-term strategy. We have developed a two-year plan to support people performance, enhance medium- to long-term workforce planning, strengthen governance and continue investing in cultural development for both leaders and employees. In the year ahead, we will build on these foundations to ensure our workforce is supported through structured development, clear leadership expectations and a culture of accountability and continuous improvement.



Ethics, compliance and H&S stats

A strong approach to ethics, compliance and health and safety underpins the way we operate across all sites. As our business continues to grow and integrate new teams, maintaining a safe working environment and ensuring colleagues understand their responsibilities remain central priorities. This section provides an overview of our health and safety performance during the reporting period, highlighting incident trends, areas of progress and the factors influencing reported figures.

Total figures comparison

Year	Number of accidents	RIDDORs	LTAs
2019/2020	81	5	7
2020/2021	122	8	12
2021/2022	195	5	13
2022/2023	265	7	16
2023/2024	253	7	17
2024/2025	278	8	16

Number of accidents

Year	Number of accidents	% increase/decrease
2019/2020	81	–
2020/2021	122	+50.6%
2021/2022	195	+59.8%
2022/2023	265	+35.9%
2023/2024	253	-4.5%
2024/2025	278	+9.9%

RIDDORs

Year	RIDDORs	% increase/decrease
2019/2020	5	–
2020/2021	8	+60.0%
2021/2022	5	-37.5%
2022/2023	7	+40.0%
2023/2024	7	0.0%
2024/2025	8	+14.3%

LTAs (Lost Time Accidents)

Year	LTAs	% increase/decrease
2019/2020	7	–
2020/2021	12	+71.4%
2021/2022	13	+8.3%
2022/2023	16	+23.1%
2023/2024	17	+6.3%
2024/2025	16	-5.9%

Overview

This year, Paragon recorded:

- 278 total accidents
- 8 RIDDOR-reportable incidents
- 16 lost time accidents (LTAs)

These figures reflect a slight increase compared to 2023/2024, particularly in total accidents, which have reached their highest level in six years.

Understanding the increase

The upward trend in reported incidents must be considered in the context of ongoing business growth and integration activity. Over the past few years, Paragon has:

- Acquired and integrated several new businesses
- Increased the number of operational sites and employees
- Embedded consistent incident reporting procedures across a broader, more diverse workforce

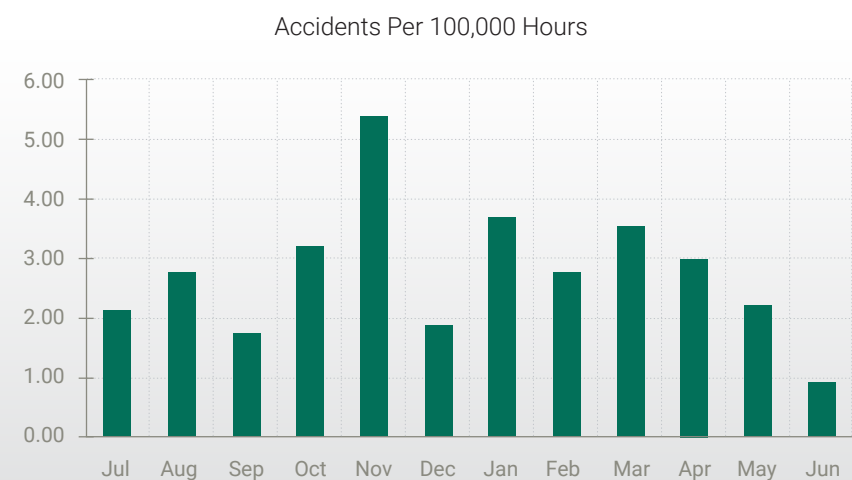
As a result, the increase in reported incidents likely reflects:

- Greater workforce size
- More robust reporting systems
- A broader mix of working environments and historical procedures being aligned under unified safety protocols

RIDDORs and LTAs

- RIDDORs rose slightly from 7 to 8.
- LTAs remained stable at 16, consistent with 2022/2023 and slightly lower than last year’s 17.

While overall incident numbers have grown, the plateau in serious injuries suggests that most reported cases are less severe and may be due to stronger safety awareness and reporting culture.



Key insights visualised

- Accidents have steadily increased, reflecting both business growth and improved reporting practices.
- RIDDORs remain low and relatively stable, with only a slight rise this year.
- LTAs have levelled off, indicating that while incident numbers grow, the severity may not be increasing at the same rate.

Conclusion

The 2024/2025 figures reflect a business in transition, growing, integrating and becoming more transparent. As Paragon continues to bring new sites and teams under one umbrella, we’re seeing a fuller picture of health and safety emerge. The increase in total reported incidents signals a culture where visibility and accountability are improving, not a decline in safety.

That said, the slight rise in RIDDORs and the steady LTA figures highlight the importance of digging deeper to understand root causes, spot emerging risks at site level and share learning widely. Our next step is not just to report better, but to prevent better, through continued investment in training, consistent procedures and an open culture where safety is everyone’s business.

Ethics and learning

Maintaining high ethical standards and ensuring all colleagues understand their legal, regulatory and organisational responsibilities is fundamental to how we operate. As our business continues to grow and integrate new teams, we remain committed to building a culture where ethical behaviour, compliance and sustainability are embedded in everyday decision-making. To support this, we deliver regular, targeted training across a wide range of topics, ensuring colleagues have the knowledge they need to work safely, responsibly and in line with our values.

The table below summarises training completion across key areas, including anti-bribery and corruption, financial sanctions, fraud prevention, data protection and mandatory policy awareness. This year also saw the introduction and strong uptake of sustainability-related learning, including our Be Energy programme, the Environmental Sustainability Academy’s 5 Rs to Zero Waste module and the Sustainability Awareness at Paragon course.

Across all programmes, we continue to see high completion levels, reflecting both the importance placed on ethical conduct across the organisation and the effectiveness of our learning systems and support.

Training topics	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Number of colleagues trained in anti-bribery and corruption (% completion rate of targeted colleagues)	1,823 (99%)	2,381 (96%)	2,851 (83%)	2,828 (98%)	4,056 (78%)	3,475 (95%)
Number of colleagues trained on financial sanctions (% completion rate of targeted colleagues)	1,941 (99%)	2,296 (95%)	3,148 (84%)	2,834 (98%)	4,054 (81%)	2,381 (93%)
Number of colleagues trained in fraud prevention (% completion rate of targeted colleagues)	Not recorded	1 (100%)	3 (100%)	3 (100%)	4,053 (77%)	49 (100%)
Number of colleagues who read and agreed to company handbook (% completion rate of targeted colleagues)	175 (100%)	834 (100%)	964 (100%)	1,013 (100%)	4,058 (94%)	1,073 (94%)
Number of colleagues trained in data protection (% completion rate of targeted colleagues)	130 (100%)	1,001 (92%)	3,020 (90%)	2,968 (100%)	3,969 (73%)	3,436 (94%)
Number of colleagues trained in Be Energy (% completion rate of targeted colleagues)						1,111 (89%)
Number of colleagues trained in Environmental Sustainability Academy - 5 Rs to Zero Waste						2,891 (96%)
Number of colleagues trained in Sustainability Awareness at Paragon						3,226 (95%)
Modern Slavery						1,658 (91%)

Diversity, equity and inclusion (DEI)

SDG	Goal	How our DEI strategy supports it
SDG 5: Gender Equality 	Achieve gender equality and empower all women and girls	• Drives equity through initiatives like the Paragon Women's Network and International Women's Day events • Encourages female progression via mentoring, visibility and leadership opportunities
SDG 8: Decent Work and Economic Growth 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	• Supports gender representation and safety through inclusive policies and targeted interventions • Cultivates inclusive environments that enable diverse talent to thrive • Encourages fair treatment, safe expression, and access to development opportunities regardless of background
SDG 10: Reduced Inequalities 	Reduce inequality within and among countries	• Builds inclusive leadership capability across the business through reverse mentoring and education • Addresses systemic inequity through lived experience panels and DEI education
SDG 16: Peace, Justice and Strong Institutions 	Promote peaceful and inclusive societies, provide access to justice for all, and build effective, accountable institutions at all levels	• Uses data to monitor progress, representation and equity across roles and levels • Fosters allyship, inclusion and psychological safety through visible leadership and support networks • Strengthens accountability through transparent DEI governance and leadership commitment
SDG 17: Partnerships for the Goals 	Strengthen the means of implementation and revitalise the global partnership for sustainable development	• Encourages ethical leadership and open dialogue through safe reporting mechanisms and open forums • Collaborates with external DEI experts, clients and partners to create shared learning and collective impact

This year has seen significant public discourse and scrutiny surrounding diversity, equity and inclusion (DEI), both in the UK and internationally. Political shifts and societal unrest have brought these topics back into the spotlight, though not always in a positive or constructive light. In some regions, particularly in the United States, there have been growing calls to scale back DEI efforts, and similar sentiments have begun to emerge in parts of the UK.

At Paragon, we remain committed to creating a workplace where everyone feels respected, valued and supported. Despite the changing external landscape, we continue to grow, reflect and adapt our DEI approach. We recognise that progress is not always linear, but our focus remains on doing the right thing for our people and our business. Our values guide us as we strive to foster a culture that embraces difference and champions inclusion in all its forms.

We believe diversity, equity and inclusion are not just ethical imperatives, but essential to creating a thriving, forward-looking business. We are committed to building a culture where everyone feels safe, supported and empowered to succeed, regardless of gender, background, identity or experience.





DEI Mission Statement

We strive to be an inclusive organisation by providing a welcoming, diverse, harassment- and discrimination-free culture for all colleagues and partners.

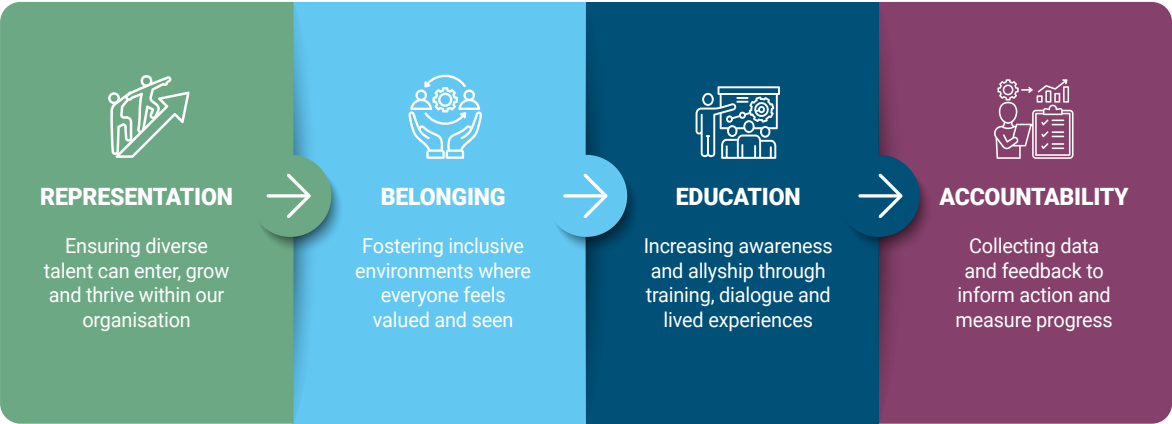
This vision is underpinned by our focus on four key areas of diversity:

- **Disability and Neurodiversity**
We are working to ensure every colleague can reach their full potential. Increased awareness and education are helping us celebrate cognitive and physical differences, remove barriers and create more accessible working environments.
- **Ethnicity, Race and Religion**
We celebrate cultural diversity and actively work to overcome systemic inequalities. By identifying and addressing bias, we aim to create an equitable culture where everyone can thrive, regardless of background or beliefs.
- **Gender and Sexuality**
We are committed to advancing gender equality and creating an environment where all identities are respected and supported. Mentoring, development programmes and inclusive leadership are key to helping colleagues grow and succeed.
- **Generational Diversity**
Our workforce spans four generations – from early-career starters, to those choosing to stay on past retirement. We value intergenerational learning and recognise the unique insights and contributions of every age group.

Our Approach

We know that sustainable change requires more than one-off initiatives. That’s why we are embedding DEI into the fabric of how we lead, hire, communicate and engage across our business. Over the past year, we have taken meaningful steps to evolve our DEI approach. This includes shifting from a reactive, policy-led stance to a more proactive, people-first model, grounded in listening, learning and collaborative action.

Our DEI strategy is built on four key pillars:



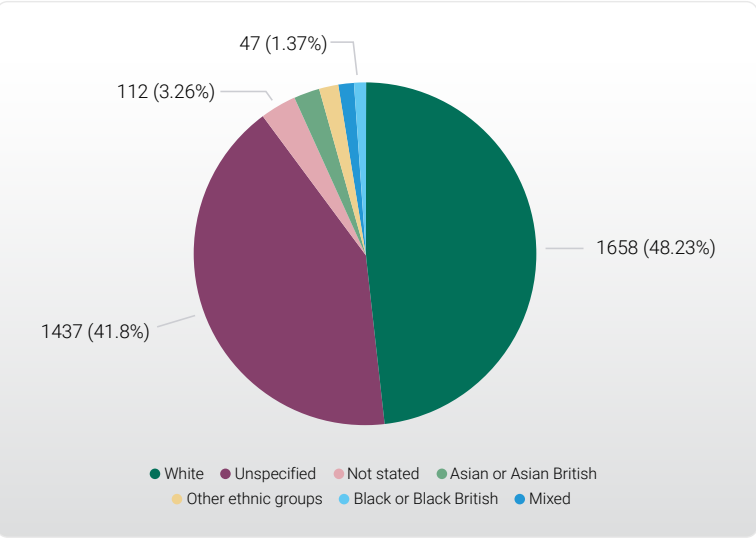
Ethnicity profile

Our workforce reflects a broad mix of backgrounds, with colleagues identifying across multiple ethnic groups. The largest proportion of the workforce identifies as White, followed by a significant number of colleagues who have chosen not to disclose their ethnicity or have not provided data. Representation is also seen across Asian or Asian British, Black or Black British, Mixed and Other ethnic groups. While this dataset indicates a degree of diversity within the organisation, it also highlights the importance of continued focus on improving disclosure rates to ensure we have an accurate and meaningful understanding of our workforce profile. Collecting this information helps us better understand the diversity of our workforce, identify any potential gaps or barriers and ensure our policies and practices support equitable opportunities for all colleagues.



Ethnicity ratio

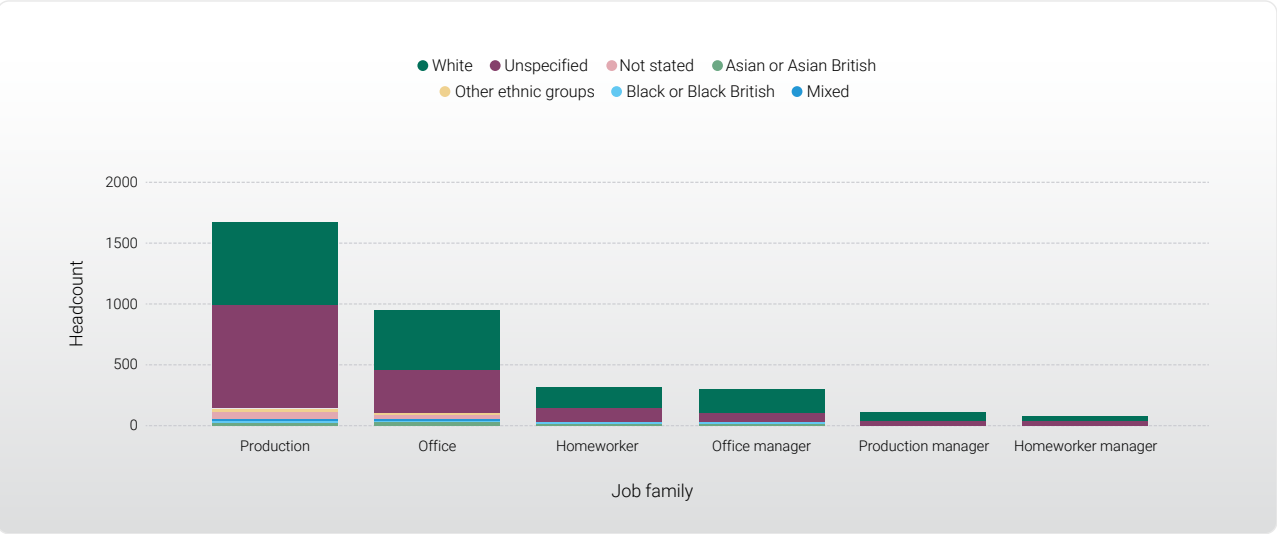
Ethnic group	Headcount
White	1658
Unspecified	1437
Not Stated	112
Asian or Asian British	83
Other Ethnic Groups	65
Black or Black British	47
Mixed	36



Ethnicity by job family

The distribution of colleagues across job families shows a workforce that is broad and varied in structure, with the majority of roles sitting within Production, Office and Homeworker categories. Across all job families, a significant proportion of colleagues have not specified their ethnicity or have chosen not to disclose it, which mirrors patterns seen in our wider workforce dataset. Among colleagues who have disclosed their ethnicity, most identify as White, with representation also present across Asian or Asian British, Black or Black British, Mixed and Other ethnic groups. Representation is most visible within Production and Office roles, reflecting the size and operational nature of these job families. This dataset reinforces the importance of improving disclosure rates to build a clearer understanding of representation at different levels of the organisation. These insights help inform our DEI priorities, including identifying where targeted engagement, awareness or support may be needed to strengthen inclusivity and representation across all job families.

Job family	Ethnic group	Headcount
Production	Unspecified	846
Production	White	676
Office	White	501
Office	Unspecified	341
Office Manager	White	189
Homeworker	White	165
Homeworker	Unspecified	114
Production Manager	White	79
Office Manager	Unspecified	77
Production	Not Stated	57
Homeworker Manager	White	48
Production	Other Ethnic Groups	36
Office	Not Stated	35
Production Manager	Unspecified	33
Office	Asian or Asian British	27
Homeworker Manager	Unspecified	26
Production	Asian or Asian British	25
Office	Other Ethnic Groups	22
Production	Black or Black British	21
Homeworker	Asian or Asian British	18
Office	Black or Black British	15
Office	Mixed	14
Production	Mixed	12
Office Manager	Not Stated	11
Office Manager	Asian or Asian British	9
Homeworker	Black or Black British	7
Office Manager	Mixed	7
Homeworker	Not Stated	5
Homeworker Manager	Asian or Asian British	4
Office Manager	Other Ethnic Groups	4
Homeworker	Mixed	3
Homeworker	Other Ethnic Groups	3
Office Manager	Black or Black British	3
Production Manager	Not Stated	3
Homeworker Manager	Not Stated	1
Production Manager	Black or Black British	1



Progress highlights

This year, we continued to strengthen our approach to diversity, equity and inclusion through a series of initiatives designed to build understanding, visibility and long-term cultural change. Key highlights include:

- Paragon Women's Network**
 We hosted our second company-wide International Women's Day event, centred on the theme Accelerate Action. Colleagues, clients and guest speakers came together to share experiences, celebrate progress and continue shaping our approach to gender equity.
- Gender Equity and Progression**
 We continued to assess and address gender pay disparities and expanded development opportunities for women across the business. Mentoring schemes and visibility initiatives are helping create clearer pathways into senior roles.
- Neurodiversity Inclusion**
 Listening to the lived experiences of neurodivergent colleagues has informed improvements in onboarding, communication and workplace adjustments. This work supports a more accessible and inclusive experience for all.
- Reverse Mentoring**
 Our reverse mentoring programme continued this year, pairing senior leaders with colleagues from under-represented groups. These relationships help to challenge assumptions, build empathy and shape more inclusive leadership practices.
- Local Diversity Initiatives**
 Our Sunderland site launched a Diversity Board, championing inclusion at site level and strengthening the connection between local insights and group-wide DEI decision-making.
- Awareness and Education**
 We recognised key DEI moments including Pride, International Women's Day and Black History Month through internal communications, events and opportunities for reflection.
- Colleague Voice**
 Insights from surveys, focus groups and informal feedback continue to shape our DEI priorities and guide improvements across teams and locations.

Looking ahead

In the year ahead, we plan to:

- Expand the Paragon Women's Network across additional regions
- Integrate DEI metrics more consistently into our wider ESG reporting framework
- Introduce inclusive hiring training for managers
- Grow our DEI Champions Network to strengthen grassroots engagement
- Improve signposting and reporting routes for discrimination, bias and inappropriate behaviour

We recognise that building an inclusive culture is an ongoing journey. Our focus remains on listening, acting with intent and creating an environment where every colleague can thrive.

DEI targets and goals

Data-driven DEI initiatives

- Gender Pay Gap reduction:** With our mean gender pay gap falling from 18% (2023) to 12.2% (2024), we will continue to reduce the gap by 5% each year, supported by development initiatives and the work of the Paragon Women's Network.

Inclusive Culture and Education

- Employee Resource groups:** Establish two additional groups by 30 June 2026 (Disability & Neurodiversity and Ethnicity, Race & Religion).
- Social inclusion:** Launch at least one programme supporting individuals facing barriers to employment by 30 June 2026.

External recognition and partnerships

- Accreditation:** Achieve Inclusive Employer accreditation, reflecting our commitment to embedding inclusive practices across the organisation.

Policy and governance

- Policy development:** Introduce a Transitioning at Work policy and Child Loss policy by 1 January 2026 to strengthen support for colleagues navigating sensitive life events.

We remain committed to building an equitable, inclusive workplace where colleagues feel supported, valued and able to contribute fully. Through continued investment, transparency and collaboration, we will continue to drive meaningful progress in the year ahead.



Leadership and inclusion accountability

Our senior leadership team is committed to fostering a culture where every colleague feels seen, valued and supported. Championing diversity, equity and inclusion sits at the heart of our people strategy, reflected in the strength of our employee-led support networks. These groups, each sponsored by a member of the senior leadership team (SLT), provide safe spaces, amplify underrepresented voices and ensure lived experience informs decision-making at the highest level.

By empowering colleagues to connect, share, and shape our workplace, we not only cultivate belonging but also unlock the creativity and innovation that comes from genuinely diverse perspectives. The SLT take full accountability for driving this agenda forward and view these networks as essential to delivering both our social purpose and our commercial ambition.

– Men’s Group –

“I have found it difficult to speak openly about issues that have affected my personal life, often hiding them behind the mask we all wear in daily life.

Being part of this support group allows us to bring to the table and share issues, provide a story that shows individuals they are not alone and to signpost to those support structures that can help further.

It has allowed me personally to address some of my own personal demons and to try to help others. I am guilty of burying my problems in work, which is an unhealthy process. If by speaking with others in these groups we help just one person, it is worth all the time in the world.”

Mark Ralphs, General Manager, Paragon Nottingham

Employee satisfaction

Putting people first: listening, learning and evolving

At Paragon, we know that sustainable growth is only possible when our people feel valued, supported, and heard. As we continue to expand, welcoming new teams and shaping a unified culture, understanding how our colleagues experience life at Paragon is more important than ever.

Following the success of our first company-wide employee satisfaction survey in 2023, we entered our second year with renewed commitment to listening and acting on feedback. In November 2024, we launched our latest survey, asking employees to share how they experience working at Paragon today, from wellbeing and workplace culture to career satisfaction and team dynamics.

We also set ourselves a clear target: to improve participation and hear from more voices across the business. In 2023, 53% of employees responded. This year, we were proud to see that rise to 68%, giving us richer insights to benchmark against industry standards and shape our people strategy with even greater confidence.

These results are already helping us evolve, informing how we support wellbeing, enhance communication, and strengthen engagement across every part of our business.

	2023	2024	Change
Participation Score	82%	76%	-7.32% decrease
Bullying - Yes (%)	23.14%	5.54%	76.06% decrease
Bullying - No (%)	72.99%	89.99%	23.29% increase
Bullying - Prefer not to say (%)	3.87%	4.47%	15.50% increase
Discrimination - Yes (%)	6.35%	5.83%	8.19% decrease
Discrimination - No (%)	74.84%	91.28%	22.09% increase
Discrimination - Prefer not to say (%)	18.81%	2.90%	84.58% decrease
Believe Paragon values D&I (%)	85.20%	86.51%	1.54% increase
Strengthened D&I profile since last survey (%)	40.5%	44.20%	9.14% increase
Client Net Promoter Score	-1	-6	5% decrease
Employee Net Promoter Score	-32	-36	12.50% decrease
Health Support Effectiveness	6.5%	6.40%	-1.54% decrease
Happiness Score	6.2%	6.30%	1.61% increase
Anxiety Score	3.7%	3.70%	0%

Employee survey results

Strengths and successes

Overall, the survey paints a picture of a much improved and safer internal culture in 2024, particularly around sensitive issues.

- Significant drop in negative reports: There was a dramatic decrease in the number of employees reporting they experienced bullying. This is the most powerful success story and suggests that recent efforts to improve the work environment have been highly effective.
- Increased trust and safety: For sensitive topics like discrimination, employees felt much more comfortable giving a clear answer (“Yes” or “No”). The number of “Prefer not to say” responses plummeted, which is a strong indicator of increased psychological safety and confidence in the survey process.
- Growing DEI confidence: More employees agree that Paragon values diversity, equity and inclusion and that the overall DEI profile has been strengthened since the last survey.
- Stable wellbeing: The overall Happiness Score slightly increased, and the Anxiety Score remained stable, suggesting that employee wellbeing is holding firm or gently improving.

Areas for improvement and focus

Despite the positive cultural changes, there are critical areas related to engagement and advocacy that require immediate attention.

- Decline in Employee Net Promoter Score (eNPS): The eNPS showed a decline, meaning more employees would not recommend the company as a great place to work. This is a crucial indicator of overall employee sentiment.
- Decline in Client Net Promoter Score (Client NPS): Mirroring the employee score, the Client Net Promoter Score also declined. This indicates that employees are less likely to recommend Paragon to a client than in the previous year and is an area that needs to be addressed.



- Lower participation: Overall survey participation was down. While more people answered the questions they saw, fewer people completed the survey overall. We need to investigate why fewer employees took the time to participate this year.
- Health support monitoring: The score for Health Support Effectiveness slightly declined, a small but important signal that the accessibility or perceived quality of employee support resources needs review.

Staff wellbeing

Staff wellbeing is a core pillar of our culture and a critical part of how we support a healthy, resilient and inclusive workforce. Our approach goes beyond traditional wellbeing programmes, focusing instead on meaningful, preventative support that meets colleagues where they are. The SDG alignment below highlights how our wellbeing strategy contributes to global goals and reflects our commitment to creating an environment where people can thrive personally and professionally.

SDG	Goal	How our wellbeing strategy supports it
SDG 3: Good Health and wellbeing 	Ensure healthy lives and promote wellbeing for all at all ages	• Robust mental health infrastructure (MHFA network, peer support groups, EAP) • Preventative health measures (nutrition webinars, sleep guidance, menopause support) • Destigmatising mental health through open dialogue and regular campaigns
SDG 5: Gender Equality 	Achieve gender equality and empower all women and girls	• Targeted support for menopause and grief • Let's Talk Menopause group and menopause gift packs support gender-specific wellbeing needs • Empowers women through access to health services like the BUPA Menopause Plan
SDG 8: Decent Work and Economic Growth 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	• Fosters a safe, supportive, and inclusive work environment • Reduces absenteeism through proactive support rather than punitive management • Enhances employee retention and resilience through wellbeing investment
SDG 10: Reduced Inequalities 	Reduce inequality within and among countries	• Inclusive, multi-channel support ensures access for all employees, regardless of location or working pattern • Peer-led groups empower marginalised voices and shared lived experiences (e.g. cancer, grief, men's mental health) • Builds equity by responding to diverse needs in a personalised way

At Paragon, we believe wellbeing is more than a workplace benefit. It is a vital part of building a thriving, resilient and inclusive culture. We are committed to supporting our people's mental, emotional and physical health through a growing network of initiatives, support structures and compassionate leadership. Our goal is simple: ensure every colleague feels heard, supported and empowered to flourish.

Supporting a healthy workforce

We view sickness absence as a useful indicator of wider wellbeing trends, rather than a target to manage in isolation. Our emphasis is on proactive and preventative support, creating the kind of environment where people feel able to speak up, seek help and prioritise their health without stigma.

We closely monitor absence data to inform and adapt our wellbeing strategies and ensure they remain responsive to emerging needs.

Mental health and psychological support

Mental health remains a core focus. We have built a robust internal support network, which includes:

- 129 trained Mental Health First Aiders (MHFAs)
- three in-house MHFA instructors providing regular training and refreshers
- two suicide prevention champions
- one trained Grief First Aider
- A growing number of wellbeing champions and peer supporters across sites



Peer-led support groups

Our peer-led groups provide safe spaces for colleagues to connect around shared experiences. These include:

- Let's Talk Menopause (over 100 members)
- Men's Chat Room
- Cancer Support and Awareness Group
- One-to-one Menopause Support

These groups are more than just meetings. They offer empathy, solidarity and tangible outcomes. For example, members of our Menopause Group have fast-tracked access to the BUPA Menopause Plan, often receiving life-changing support within a week.

Much of the progress made in mental health and menopause support this year has been driven by the leadership and dedication of Kim Hill, HR Business Partner and Wellbeing Lead. Alongside her HR responsibilities, Kim plays a central role in shaping our wellbeing agenda. As a Licensed Menopause Champion, Mental Health First Aider, Cancer Support Ambassador and Grief First Aider, she has been instrumental in establishing many of the support structures and peer networks now embedded across the organisation. Her work continues to make a meaningful difference to colleagues' lives and has helped normalise conversations that were previously difficult or unseen.



“When I started the Menopause group,
I thought no-one would show up.
Now the call is a highlight of my month.”

Kim Hill, HR Business Partner and Wellbeing Lead

Accessible tools and resources

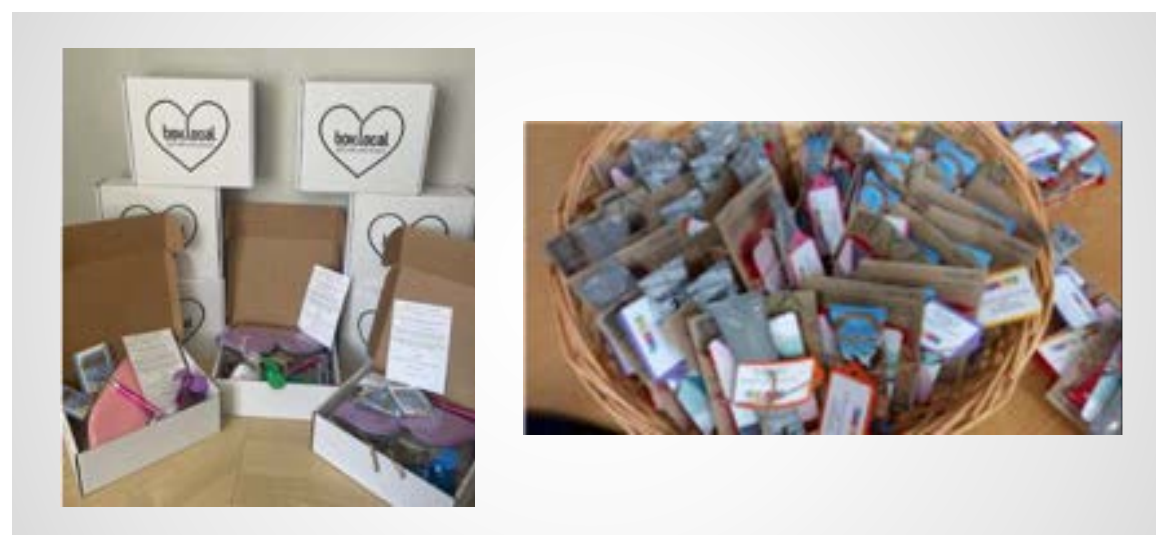
We aim to meet our people wherever they are – on-site, at home or in between. Our wellbeing resources are multi-channel and inclusive:

- 24/7 Employee Assistance Programme (EAP) for counselling and life support
- Regular webinars on nutrition, sleep, movement and stress management
- Wellbeing SharePoint Hub with signposting, downloads and toolkits
- People First intranet articles and updates
- Monday Wellbeing Updates with news, ideas and encouragement
- Posters, booklets and physical notice boards on all major sites
- Creative and personalised touchpoints

We believe that small gestures make a big difference. Our Wellbeing Team regularly sends out personalised packs and messages to brighten someone's day, whether it is a handwritten note, a pocket guide to breathing techniques or a KitKat and coffee moment to encourage a wellbeing break.

Recent initiatives include:

- Wellbeing gift packs posted to employees' homes, featuring items such as mint seeds, message pens and coffee bags
- Menopause gift packs with supportive items like mini fans, herbal teas, flaxseed and affirmations
- KitKat Chats during Mental Health Awareness Week, a simple moment of connection offered company-wide
- Guest speakers and Q&A sessions on Teams calls
- Regular Coffee and Connect drop-in sessions for informal peer support



Empowering local action

With 63 Wellbeing Ambassadors across 45 sites and streams, we embed wellbeing into the rhythm of everyday work. These local champions play a vital role in cascading updates, sharing resources and nurturing a culture of care.

Each ambassador joins monthly calls to share best practice, raise issues and help co-create upcoming campaigns, ensuring ideas remain relevant, real and employee led.

Staff happiness

We believe that employee happiness is not just a nice-to-have, but a core indicator of a healthy, inclusive workplace.

In this year's staff satisfaction survey, colleagues were asked to rate their happiness levels at work. The average score across the business was 6.34 out of 10, a small but encouraging increase from 6.24 the previous year.

While we know there is more to do, this upward trend reflects the impact of our growing wellbeing offer and our commitment to creating a supportive environment for all.

Our target for the coming year is to reach a score of 7, a goal set by our wellbeing lead Kim Hill. We aim to achieve this by continuing to invest in initiatives that make a meaningful difference, including:

- Expanding our peer support networks across more sites
- Strengthening our MHFA provision and ongoing training
- Enhancing menopause, grief and cancer support
- Offering timely, creative and localised wellbeing touchpoints
- Promoting a culture where people feel seen, safe and supported

Wellbeing is not a one-off campaign or a checklist. It is part of how we work, lead and care for each other.



Looking ahead

Our ambition is to continue building an environment where every employee, regardless of role, location or background, can access the right support at the right time in the right way.

In the year ahead, our priorities include:

- Growing peer support groups and encouraging wider participation
- Expanding our MHFA network with regular training and refreshers
- Enhancing menopause, cancer and grief support across all regions
- Developing additional digital resources and shareable toolkits
- Continuing to measure impact through employee feedback and wellbeing metrics

Wellbeing is not a one-size-fits-all initiative, it’s a dynamic, evolving practice grounded in empathy, listening, and care. We’re proud of the progress we’ve made, and even more excited about where we’re going.

Cross-industry partnerships

Cross-industry collaboration is essential to addressing the complex environmental and social challenges facing our sector. By working with partners across print, communications, education and sustainability networks, we help strengthen industry standards, promote responsible practices and accelerate progress towards shared goals. The SDG alignment below highlights how these partnerships contribute to wider global priorities and support the long-term sustainability of our industry and value chain.

SDG	Goal	How it supports work
SDG 17: Partnerships for the goals 	Strengthen the means of implementation and revitalise the global partnership for sustainable development	• Core alignment: collaboration with organisations like JICMAIL, SMP, and Two Sides enables sector-wide sustainability progress • Knowledge sharing through roundtables, lectures, and student engagement builds collective capacity for ESG improvements
SDG 4: Quality education 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	• Engagements such as Cranfield Lectures and student workshops promote skills development, industry insight, and lifelong learning • Inspires the next generation of ESG leaders through knowledge transfer and mentoring
SDG 12: Responsible consumption and production 	Ensure sustainable consumption and production patterns	• Partnerships with Two Sides and SMP support better data, transparency, and sustainable practices in print and communications • Promotes circular economy thinking and reduces misinformation around sustainable materials (e.g. paper sourcing, recyclability)
SDG 13: Climate action 	Take urgent action to combat climate change and its impacts	• JICMAIL and industry roundtables often support data-driven strategies to measure and reduce carbon footprints across marketing and print • Enables aligned approaches to Net Zero targets across supply chains

Achieving ambitious ESG objectives, particularly our journey towards Carbon Net Zero and fostering greater societal equity, is a collective endeavour. No single organisation can navigate these complex challenges alone. Our commitment to meaningful collaboration is exemplified by the active role of Lucy Klinkenberg-Matthews, our Group ESG Director, who dedicated multiple days during the reporting year to client engagements, student workshops and vital industry roundtables.

Strategic Mailing Partnership (SMP)

The Strategic Mailing Partnership (SMP) is a cornerstone of our industry’s collaborative efforts, united by its mission to ‘Harness the Power of Mail’. Working in close alliance with Royal Mail, the SMP is dedicated to revitalising enthusiasm for mail, showcasing its inherent creativity, proven effectiveness, and unparalleled ability to forge connections.

Lucy Klinkenberg-Matthews proudly chairs the SMP’s Sustainability Working Party. This influential group brings together a diverse array of cross-industry representatives, including direct competitors from the print sector, key partners like Royal Mail, essential paper and ink supply chain members, and leading industry bodies such as BPIF and Two Sides. The working party serves as a crucial forum for developing cross-industry guidance on critical sustainability topics. This includes the creation of standardised terminology guides, practical Carbon Net Zero guidance and transparent information regarding the sustainability credentials of our shared value chains.

Reflecting on the group’s impact, Lucy stated: “Our primary goal within this group is to galvanise collaboration across our industry and its entire value chain to confront climate change and social inequality head-on. Climate change is no longer just an environmental concern; it is a fundamental driver for all stakeholders and an existential risk to our business models and way of life. In essence, we aspire for our industry to contribute significantly to global sustainability efforts – a truly monumental ambition.”

Further underscoring Paragon’s commitment, Gemma Mitchell, Managing Director of Paragon Dagenham, actively contributes to the SMP Board, proudly representing our organisation in driving transformative change throughout our industry and its extended value chain.

PrintGreen

PrintGreen was founded to champion the sustainable credentials of the print industry. Our mission is to provide clear, accessible, and accurate insights into the environmental impact of print, enabling brands, agencies, and stakeholders to make informed, responsible choices.

Our Group ESG Director is a founding member of the PrintGreen board, and Paragon UKIL is proud to lead our industry and support this initiative to promote the sustainability of the print communication channel.

British Printing Industry Federation (BPIF)

The British Printing Industry Federation (BPIF) remains an invaluable resource, offering specialised expertise and strategic advice across the breadth of the print industry. Our Head of ESG holds a key position on the BPIF’s Environmental Committee, providing expert guidance and contributing insightful input on a wide range of relevant environmental areas, helping to shape industry best practices.



TwoSides

Paragon is a proud member of TwoSides, a global initiative dedicated to promoting the sustainability of print and paper, and dispelling common environmental misconceptions. In an increasingly digital world, it is crucial to understand the nuanced environmental impacts of both paper-based and digital communications. TwoSides champions the message that paper, far from being an environmental villain, is a sustainable and renewable product.

Our partnership with TwoSides reinforces our understanding of key aspects of our industry:

- **Renewable Resource:** Paper is derived from trees, a truly renewable resource, and the industry actively promotes sustainable forest management, ensuring forests are replanted and grow. In Europe, for instance, forests supplying the pulp and paper industry have expanded significantly.
- **Circular Economy Champion:** Paper and paper-based packaging embody the principles of the circular economy. They are durable, attractive, highly recyclable, and ultimately biodegradable, minimising waste and maximising resource efficiency.
- **Renewable Energy Leader:** The European pulp and paper industry is a leading user and producer of renewable energy, significantly contributing to a lower carbon footprint.
- **Misconceptions vs. Facts:** TwoSides actively counters 'greenwashing' and misinformation, providing factual data to demonstrate that print and paper are responsible choices, particularly when compared to the often-overlooked environmental footprint of digital technologies (e.g., energy consumption of data centres, electronic waste).

Through our engagement with TwoSides, we aim to educate our stakeholders and the wider public about the verifiable environmental credentials of print and paper, advocating for informed choices that consider the full lifecycle impacts of all communication methods.



Cranfield School of Management guest lectures

Lucy Klinkenberg-Matthews continues to share her extensive expertise by delivering guest lectures at prestigious institutions. We are particularly proud to highlight her second guest lecture to the MBA students at Cranfield School of Management. During these sessions, Lucy shares her practical experience in embedding robust sustainability strategies and frameworks within the dynamic landscape of real-world business, alongside the innovative tactics she has developed. These engagements are invaluable, fostering critical thinking and ensuring our approaches remain cutting-edge, as the MBA students consistently pose challenging questions that help keep her at the forefront of industry developments.



Power of Mail event 2025

Paragon actively participates in key industry events that champion the value and sustainability of mail. A notable highlight was the Power of Mail Event 2025, where Lucy Klinkenberg-Matthews had the privilege of speaking on a panel. The discussion centred on the crucial topic of 'The Future of Mail: Sustainable and Effective'. Lucy shared insights into how Paragon is actively embedding sustainability within its operations and strategy, demonstrating practical approaches to achieving environmental goals in the print and mail sector. Her participation underscored our commitment to driving sustainable practices and contributing to the ongoing dialogue about mail's enduring relevance and environmental responsibility.

JICMAIL

We are proud to be Platinum members of JICMAIL (the Joint Industry Committee for Mail), reflecting our continued commitment to data-driven, sustainable communication practices. JICMAIL provides independent audience measurement data for mail, helping brands and agencies understand how mail is interacted with in the home – including how long it is retained, shared and ultimately converted into action.

This insight is essential in demonstrating the value and effectiveness of mail as part of a responsible marketing strategy. By participating in JICMAIL, we help support a standardised, cross-industry approach to understanding mail's role in the modern media mix. The data enables us to work more intelligently with our clients, optimising their campaigns for engagement, reach and impact.

JICMAIL's research also supports the industry in better understanding mail's environmental footprint by measuring frequency, longevity and effectiveness – all of which contribute to reducing unnecessary volume and improving targeting. As a Platinum member, we contribute to shaping the future of accountable, transparent mail measurement in the UK.

You can find out more about JICMAIL and their work at www.jicmail.org.uk.

Learning and skills investment

Developing skills, expanding access to learning and supporting long-term employability are central to our role as a responsible employer. Through targeted investment in apprenticeships, levy transfers and early careers programmes, we help build future-ready capability across our workforce while supporting wider economic and social mobility. The SDG table below outlines how our learning and skills initiatives contribute to global goals and strengthen the communities and sectors we operate in.

SDG	Goal	Supports work
SDG 4: Quality education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 		- Provides structured, accredited vocational learning - Supports non-traditional learners, career returners, and adults developing new skills - Expands access to education through funded training in SMEs and charities
SDG 8: Decent work and economic growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 		- Creates employment and training opportunities through direct hires and levy-funded external placements - Supports sectors with skills shortages and promotes fair work standards - Contributes to upskilling and long-term economic productivity
SDG 10: Reduced inequalities 	Reduce inequality within and among countries	- Targets levy transfers to organisations supporting underrepresented or disadvantaged groups - Broadens access to structured career pathways for those facing systemic barriers
SDG 17: Partnerships for the goals 	Strengthen the means of implementation and revitalise the global partnership for sustainable development	- Collaborates with external organisations (e.g. SMEs, training providers, third sector) to deliver shared outcomes - Engages in cross-sector skill-building partnerships and regional ecosystem development

In the financial period of April 2024 to March 2025, Paragon invested over £700,000 into the Apprenticeship Levy. In total, 25% of this figure was transferred to external partners and 48% was used to fund internal apprenticeships for Paragon employees.

During the reporting period, Paragon invested £370,480.88 directly in apprenticeship training, complemented by £252,976.15 transferred via the Apprenticeship Levy. These investments underscore our commitment to workforce development, social mobility and community impact.

Strategic use of the Apprenticeship Levy

- Large employer mandate: In the UK, organisations with a payroll above £3 million must contribute 0.5% of their annual pay bill into the Apprenticeship Levy. These funds earn a 10% top-up from government and expire after 24 months if unused
- Expanded transfer allowance: Since April 2024, employers can transfer up to 50% of their previous year’s digital account levy funds, including the government’s 10% addition, to other businesses or community organisations. This represents a significant expansion from the previous 25% cap.
- Planned, multi-year commitments: Levy transfers are paid monthly throughout the duration of apprenticeships, which typically run for a minimum of 8-12 months, requiring forecasting and ongoing account management.

Our approach and impact

- Maximising return on levy contributions: By transferring £252,976.15 (well within the 50% allowance), we ensured funds that might otherwise have expired were redirected to support apprenticeships within smaller organisations or local charities, potentially enabling dozens of training opportunities.
- Direct investment in our apprentices: Our own £370,480.88 expenditure funded training, assessment and skills development aligned with rigorous apprenticeship standards, meeting core ESG priorities in learning, inclusion and long-term employability.
- Supporting broader ecosystems: Levy transfers allow us to support small and medium-sized enterprises and community partners in England, extending our reach beyond internal hires and aligning with responsible employer practices.

Alignment with ESG and social value goals

Theme	Contribution
Social Equity	Facilitating skills opportunities for SMEs and underrepresented groups via levy transfers.
Employee Development	Supporting apprenticeships that build future-ready capabilities across our workforce.
Resource Efficiency	Proactive management of digital funds to prevent expiration and avoid waste.
Community Impact	Leveraging levy transfers to uplift local businesses and strengthen regional skills.

In this period, our £370K+ in direct apprenticeship investment, alongside £253K in levy transfers, demonstrates a mature and socially conscious approach to skills development. By utilising the full transfer allowances and reinvesting unspent levy funds, we’ve maximised the social return on contributions, supported external entities, and furthered our ESG goals around equity, learning and community resilience.

Looking ahead, we will monitor policy changes such as the emerging Growth & Skills Levy and adapt our strategy to ensure our apprenticeship funding continues to drive both internal development and external social value.

Future impact and social value

Looking ahead, our ongoing commitment to apprenticeship investment, both internally and through levy transfers, will continue to generate meaningful and measurable Social Value across several dimensions:

- Supporting local economic growth
- Improving access and inclusion
- Tackling skills gaps
- Long-term employability
- Quantifying social value

We plan to develop a more formal measurement framework for our future apprenticeship activity, including impact case studies, longitudinal outcomes tracking and clearer links to our Social Value strategy.



Early careers: Creating pathways through experience

This year, Paragon was proud to welcome a group of students to our London head office as part of our structured Work Experience Programme. Designed to provide meaningful insight into the working world, the programme reflects our commitment to supporting early careers and promoting social mobility.

What made this experience especially impactful was the leadership of two of our own apprentices, Samuel Malanda and Riya Deb. Both joined Paragon through the same programme in the previous year and have since progressed into Project Management Apprenticeship roles. Their journey from students to interns to apprentices demonstrates the long-term value of creating accessible, well-supported entry routes into our business.

During the week, students explored different areas of Paragon, engaging directly with teams across the business and gaining hands-on exposure to the work we do for clients. They also had the opportunity to speak with senior leaders, including our CEO, Clem Garvey, who generously shared insights from his own career and encouraged the students to reflect on their own aspirations.

This initiative is a clear example of how we are using apprenticeship funding, mentoring, and leadership time to foster skills development, build confidence and open doors for young people.



Celebrating our talent

Recognising our people

At Paragon, we know that our greatest strength is our people. Whether through awards, industry recognition or peer-nominated achievements, we are proud to celebrate the colleagues who go above and beyond and represent the bright future of our business.

Strategic Mailing Partnership – Bright Futures Award

We were proud to see Isobel Arnold, Maddie Reynolds and Jessica Ward shortlisted for the Strategic Mailing Partnership's Bright Futures Award, which recognises emerging talent in the mailing and communications sector.

Special congratulations go to Maddie Reynolds, who was awarded Silver at the ceremony, a fantastic achievement that reflects both her dedication and the strength of Paragon’s early career talent. These nominations and wins are a reflection not only of individual excellence, but also of our ongoing commitment to nurturing the next generation of industry leaders through meaningful development, mentoring and opportunity.

Supports: *SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities)*



Paragon Women’s Network

Advancing gender equity is a core part of our commitment to building a fair, inclusive and future-ready organisation. The Paragon Women’s Network plays a central role in this work by creating space for open dialogue, visibility, development and allyship across the business. Through events, mentoring and cross-industry collaboration, the network helps accelerate progress on gender equality and strengthens our contribution to wider social and economic goals. The table below outlines how the network aligns with key UN Sustainable Development Goals.

SDG	Goal	How the Paragon Women's Network supports it
SDG 5: Gender Equality 	Achieve gender equality and empower all women and girls	Empowers women through mentorship, storytelling and leadership opportunities; creates platforms to accelerate gender equity across all levels of the business
SDG 8: Decent Work and Economic Growth 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Promotes inclusion and visibility of women in the workplace, supporting their development and retention through initiatives like reverse mentoring and the Women's Network
SDG 10: Reduced Inequalities 	Reduce inequality within and among countries	Builds internal awareness of systemic gender disparities and challenges bias through allyship webinars and inclusive dialogue
SDG 17: Partnerships for the Goals 	Strengthen the means of implementation and revitalise the global partnership for sustainable development	Demonstrates collaborative action through partnerships with Address Intelligence and engagement across departments, clients and communities to drive shared progress on equity

At Paragon, we believe equity is something we must not only celebrate but actively accelerate. Our internal Paragon Women’s Network is one way we are helping to drive change from within, creating space for open dialogue, allyship and bold ideas.

To mark International Women’s Day 2025, we hosted the second official Paragon Women’s Network event, embracing this year’s theme, Accelerate Action. The event brought together colleagues, clients and partners in a powerful celebration of shared purpose, amplifying diverse voices and focusing on the tangible steps we can all take to advance gender equity.

During the event, keynote speakers and panellists shared personal stories of resilience, leadership and innovation, sparking meaningful conversations and reminding us that real change happens when we come together.

One statistic shared on the day left a lasting impression:

At the current rate of progress, full gender parity will not be achieved until the year 2158.

This stark reminder became a collective call to action, a challenge to push faster, go further and lift one another along the way.

The event was brought to life by a passionate cross-functional team, with support from Address Intelligence and the wider Paragon community. From thoughtful planning to inclusive storytelling, the day was a reflection of what can be achieved when we work together towards a more equal future.

The energy, allyship and momentum sparked by the event continues to inspire action across the business.

Supports: *SDG 5 (Gender Equality), SDG 10 (Reduced Inequalities), SDG 8 (Decent Work and Economic Growth), SDG 17 (Partnerships for the Goals)*

The Power of Mentoring

Mentoring has long been recognised as a powerful tool for building confidence, accelerating career progression and breaking down barriers – particularly for women, who remain underrepresented in senior leadership across many sectors.

Globally, women are still paid around 20% less than men on average, and at the current rate of progress, the World Economic Forum estimates it will take over 130 years to achieve full gender parity in the workplace. Closer to home, UK data shows that women are less likely to progress into senior roles and are more likely to experience career disruption due to caregiving responsibilities. In this context, structured support systems like mentoring become not just helpful, but vital.

This year’s Paragon Women’s Network Mentoring Panel offered a timely and inspiring reminder of just how impactful mentoring can be.

Hosted by Paulette Bailey, the session featured honest and uplifting conversations with Anya Mawdsley, Asha Bhurje, Gemma Mitchell and Isobel Arnold, who shared how participating in the mentoring programme has helped them navigate challenges, grow professionally and feel more confident in their roles.

Key takeaways included:

- Mentoring helps women overcome confidence gaps, often cited as a barrier to career progression
- Structured support and advocacy can make the difference between staying still and stepping up
- Mentoring nurtures both personal growth and organisational change, as knowledge and insight are shared across levels

Because when we support and champion one another – especially those who are too often overlooked – we all rise.



Charity and community giving

Supporting our communities is a core part of our responsibility as a socially conscious organisation. Across Paragon, colleagues continue to champion causes that matter deeply to them, raising funds, volunteering time and forming meaningful partnerships with charities and local organisations. The SDG table below illustrates how our community activity contributes to global goals and reflects the positive impact created through collective action across our sites.

SDG	Goal	How our community strategy supports it
SDG 1: No poverty 	End poverty in all its forms everywhere	CEO Sleepout raised funds to tackle homelessness and poverty in Bristol
SDG 3: Good health and wellbeing 	Ensure healthy lives and promote wellbeing for all at all ages	Fundraising for medical and mental health charities such as Macmillan, Bluebell Wood, Action for ME, Cancer Research UK and St Francis' Hospice; sponsored athlete Mel Nicholls; awareness campaigns and wellbeing events
SDG 4: Quality Education 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Supported LTSB to help young people from disadvantaged backgrounds into meaningful employment
SDG 5: Gender equality 	Achieve gender equality and empower all women and girls	Fundraising for Breast Cancer Now and Kyra Women's Project; support for Mel Nicholls as a female athlete; initiatives promoting women's mental health and wellbeing
SDG 8: Decent work and economic growth 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Partnership with LTSB to provide career pathways for underserved youth
SDG 10: Reduced inequalities 	Reduce inequality within and among countries	Activities supporting neurodiverse individuals, young people from marginalised backgrounds, and organisations like The Little Princess Trust and Menfulness
SDG 11: Sustainable cities and communities 	Make cities inclusive, safe, resilient and sustainable	Fundraising for local causes such as East Anglia Air Ambulance and homelessness charities through events like CEO Sleepout
SDG 17: Partnerships for the goals 	Strengthen the means of implementation and revitalise the global partnership for sustainable development	Collaboration with multiple charities, clients, and suppliers to raise funds and deliver community impact across Paragon sites

At Paragon, we are proud of our people’s generosity, compassion and deep-rooted commitment to social good. Across our sites, teams have come together to raise money, give time and champion causes that matter deeply to them and their communities.

The following initiatives took place during the reporting year and highlight the power of collective action:



Highlights from Across the Business

• St Francis' Hospice

Fundraising and corporate sponsorship including raffles, bake sales, brand redesign and printing support.

Supports: SDG 3 (Good Health and Wellbeing), SDG 17 (Partnerships for the Goals)

• CEO Sleepout

CEO Jeremy Walters raised **£1,250** by sleeping outside in support of charities tackling poverty and homelessness in Bristol.

Supports: SDG 3 (Good Health and Wellbeing), SDG 5 (Gender Equality)



• Breast Cancer Now – Wear It Pink

Staff took part in Wear It Pink days, with games, raffles and fundraising. **£5,602.22** was raised and matched by Paragon, bringing the total to **£11,208.44**.

Supports: SDG 3 (Good Health and Wellbeing), SDG 5 (Gender Equality)



• The Little Princess Trust

Charmaine Elias donated her hair as part of our Wear It Pink fundraising, supporting young people experiencing hair loss due to illness.

Supports: *SDG 3 (Good Health and Wellbeing), SDG 10 (Reduced Inequalities)*



• Bluebell Wood Children's Hospice

Paragon Rotherham and Sheffield raised over £1,000 through a site-wide raffle involving employees, clients and suppliers.

Supports: *SDG 3 (Good Health and Wellbeing), SDG 17 (Partnerships for the Goals)*

• West Ham United Foundation

Paragon staff supported a range of fundraising events, including charity dinners and golf days, with team members acting as hosts and caddies.

Supports: *SDG 3 (Good Health and Wellbeing), SDG 17 (Partnerships for the Goals)*



• Andy Man Club

Sunderland raised awareness around men's mental health with a sponsored crazy golf day, raising over £100.

Supports: *SDG 3 (Good Health and Wellbeing), SDG 5 (Gender Equality)*

• Kyra Women's Project and Menfulness

Paragon employees from across the UK took part in a large-scale fundraiser involving eight businesses. The event raised £12,380 in support of mental health charities Kyra Women's Project and Menfulness.

Supports: *SDG 3 (Good Health and Wellbeing), SDG 5 (Gender Equality), SDG 10 (Reduced Inequalities)*

• Cancer Research UK

Rotherham employees raised £500 through a coast-to-coast walk and other activities, supporting cancer research.

Supports: *SDG 3 (Good Health and Wellbeing), SDG 17 (Partnerships for the Goals)*



• East Anglia Air Ambulance

Paragon teams took part in Trek 24 and the UEA Business Games, raising essential funds for emergency medical care.

Supports: *SDG 3 (Good Health and Wellbeing), SDG 11 (Sustainable Cities and Communities)*



• Action for ME

Participants completed the Three Peaks Challenge in 50 hours, raising awareness and funds for two charities including Action for ME.

Supports: *SDG 3 (Good Health and Wellbeing)*

• LTSB (Leadership Through Sport and Business)

Paragon supported employability and skills development through LTSB, which helps young people from disadvantaged backgrounds into meaningful careers.

Supports: *SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities)*

• Mel Nicholls sponsorship

Paragon continued to support Paralympian and sponsored athlete Mel Nicholls in her journey towards the Paris 2024 Games. This year, Mel embarked on her most ambitious challenge yet: the VIA Ultra, a 4,000km endurance handbike race across Europe, featuring over 40,000 metres of ascent.

Riding up to 16 hours a day through some of the continent’s most demanding terrain, Mel was joined by teammate and RAF navigator Steve Bishop. The challenge demands extraordinary levels of resilience, stamina and teamwork.

Mel recently demonstrated her world-class performance by securing silver at the European Triathlon Championships, using the very same handbike she rode in the VIA race.

Paragon is proud to champion Mel’s inspiring journey, which embodies the values of determination, inclusion and excellence.

Supports: *SDG 3 (Good Health and Wellbeing), SDG 5 (Gender Equality), SDG 10 (Reduced Inequalities)*



Social value partnerships

Social value partnerships are a vital part of how we contribute to healthier, more inclusive and more resilient communities. By working with charities, education providers, local organisations and sector partners, we support initiatives that address real societal needs while strengthening our role as a responsible and community-focused business. The SDG table below outlines how our partnerships align with global priorities and reflect the breadth of impact created across Paragon.

SDG	Goal	How our social value strategy supports it
SDG 3: Good Health and Wellbeing 	Ensure healthy lives and promote wellbeing for all at all ages	Partnerships supporting mental and physical health charities; employee fundraising for Macmillan, Bluebell Wood, Action for ME, and St Francis’ Hospice; volunteering with local health initiatives.
SDG 4: Quality Education 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Support for LTSB and apprenticeship programmes that help young people into skilled employment.
SDG 5: Gender Equality 	Achieve gender equality and empower all women and girls	Sponsorship of female athlete Mel Nicholls; support for gender-focused charities including Kyra Women’s Project; fundraising for women’s health causes.
SDG 8: Decent Work and Economic Growth 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Corporate partnerships that open career pathways for under-represented groups, including youth from disadvantaged backgrounds.
SDG 10: Reduced Inequalities 	Reduce inequality within and among countries	Partnerships addressing societal inequality, including disability charities, Menfulness, and The Little Princess Trust.
SDG 11: Sustainable Cities and Communities 	Make cities inclusive, safe, resilient and sustainable	Support for local homelessness charities and participation in community-focused initiatives like CEO Sleepout and Trek24.
SDG 15: Life on Land 	Protect, restore and promote sustainable use of terrestrial ecosystems	Corporate partnership activity supporting biodiversity regeneration.
SDG 17: Partnerships for the Goals 	Strengthen the means of implementation and revitalise the global partnership for sustainable development	Cross-sector collaboration with charities, clients, and suppliers, to deliver measurable social impact through sponsorships, volunteering and site-level fundraising.

At Paragon, we believe meaningful social value partnerships are essential to building resilient communities and a responsible business. These partnerships strengthen our relationships with key stakeholders, support talent attraction and retention, and contribute positively to our long-term reputation and impact.

Our partnerships are governed at a regional level, enabling each site to focus on the issues that matter most to their local communities. Across our sites, we combine corporate sponsorship with grassroots fundraising and volunteering, empowering our people to make a real difference.

Areas of focus

Our current social value partnerships support a broad range of causes aligned to key areas of societal need:

- Health and mental wellbeing
- Biodiversity and environmental regeneration
- Education and apprenticeships
- Disability inclusion
- Homelessness and poverty
- Industry and print sector support
- Societal inequality
- Grassroots and elite sport

These collaborations have opened up opportunities for our employees to volunteer, fundraise, and contribute to causes they care about.

Looking ahead: strengthening our approach

We recognise the importance of structured governance to maximise the impact of our social value work. Over the next two years (2025–2027), we will:

- Develop a Social Value Partnerships governance and reporting framework
- Improve transparency and measurement of community impact
- Ensure alignment of partnerships with Paragon’s strategic sustainability goals
- Enhance employee engagement and participation in volunteering initiatives

Local action, collective impact

Each of our locations plays a key role in shaping and delivering our social value strategy. In 2024/25, teams across our sites supported almost 100 charities, running events, volunteering time and raising funds for causes close to their hearts. This decentralised, people-led approach ensures our social impact is both authentic and locally relevant.

We are currently developing a formal strategic framework for our corporate charity partnerships. While this work is underway, we continue to support a wide range of charities at both site and national level through locally driven initiatives.

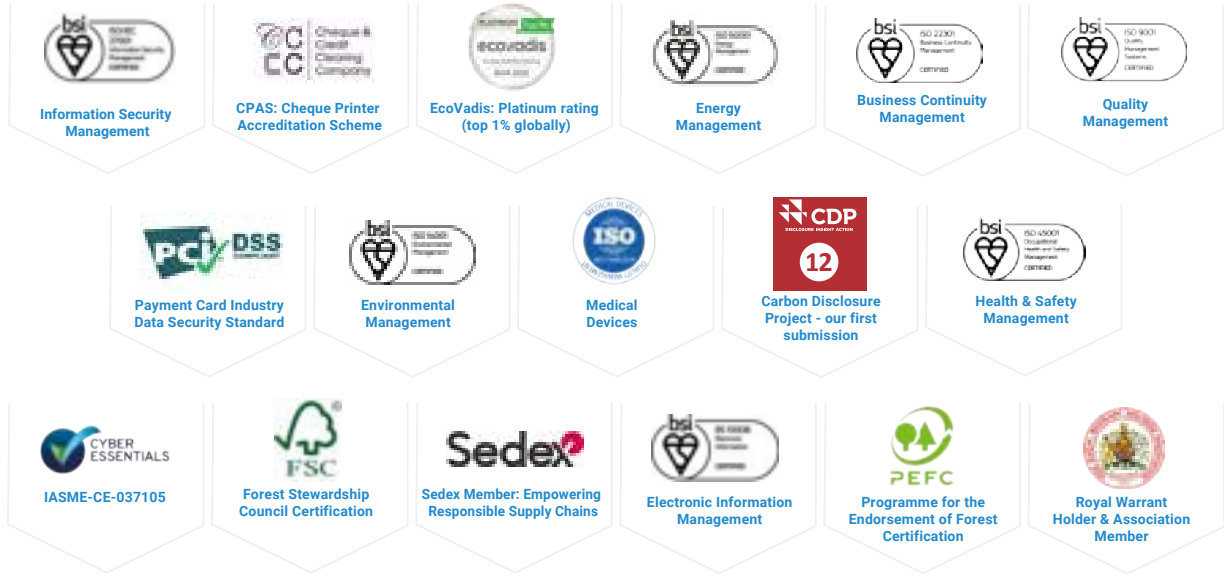
Key area	Implemented	Next steps
Corporate partnerships	We have almost 100 corporate partnerships supporting the following charity sectors: • Health and mental wellbeing • Homelessness • Biodiversity regeneration • Industry / Printing Charity • Education / apprenticeship • Societal inequality • Disability • Sport These partnerships have provided volunteering opportunities for our employees and meaningful support to the communities we serve.	2026-2027 Develop a Social Value Partnerships governance and reporting framework. This will enable: • Improved governance of our partnerships to ensure continued alignment with our strategic goals • Improved reporting of the impact we are making in our communities • Improved employee engagement with volunteering opportunities
Charity engagement	Our individual locations organise regular events to raise funds and volunteer for charities in their local communities. During 2024/25 our employees supported over 30 charities.	





Appendix

Credentials:



Appendix site certifications

Sites in Scope	ISO 9001	ISO 13485	ISO 14001	ISO 22301	ISO 27001	ISO 45001	ISO 50001	BS 10008	FSC / PEFC	PCI/ DSS	Cyber Essentials	PINS	C&CCC	BCRGS Packaging Material Std
Abbey View	Yes		Yes	Yes	Yes	Yes		Yes			Yes		Yes	
Bristol	Yes		Yes	Yes	Yes	Yes	Yes		Yes	Yes		Yes	Yes	
Castleford (PTS)	Yes		Yes			Yes			Yes					
Citywest	Yes		Yes		Yes	Yes			Yes					
Dagenham (incl DSI)	Yes	Yes	Yes	Yes	Yes	Yes	Yes			Yes		Yes	Yes	
CMCS td (Droitwich)	Yes		Yes	Yes	Yes	Yes	Yes			Yes			Yes	
Image Factory	Yes		Yes											
Jarrow	Yes		Yes		Yes	Yes					Yes			
Lancing	Yes		Yes		Yes	Yes	Yes			Yes				
London Park House	Yes				Yes	Yes			Yes					
Luxembourg	Yes		Yes		Yes	Yes								
Manchester														
Nottingham	Yes		Yes		Yes	Yes	Yes		Yes					Yes
Peterborough	Yes		Yes		Yes	Yes	Yes		Yes					
Rotherham	Yes		Yes		Yes	Yes	Yes		Yes		Yes			
Sunderland	Yes		Yes	Yes	Yes	Yes	Yes	Yes			Yes			
Schroders - Wall Place	Yes													
Goldman Sachs - Shoe Lane	Yes													
Glasgow & Edinburgh (SG)					Yes									

Paragon site register

				Permit/ Licences			
				Water	Waste	Environment	
Main sites	Category	Main Processes	Other areas	Water Industry Act	The Waste (England & Wales) Regs**	The Environmental Protection Act (Prescribed Process and Substances)*	The Control of Industrial Air Pollution
Abbey View (Norwich)	Production	Digital Print / Mailing	Scanning / Data capture	Consent - TECO-0241-2021	N/R	N/A	N/R
Bristol	Production	Digital Print / Mailing		Consent - TE/ BS32_0GE	N/R	N/A	N/A
Image Factory (Chippenhams)	Production	Point of Sale		N/A	N/R	N/A	N/A
CMCS Ltd (Droitwich)	Production	Digital Print / Mailing		N/A	N/R	N/A	N/A
Dagenham	Production	Digital Print / Mailing	Transcription	Consent - TE TRIV0AV2	N/R	N/R	N/R
Jarrow (DR Site)	Office	Inbound DR - Scanning		N/A	N/R	N/A	N/A
Lancing	Production	Scanning / Data capture		N/A	N/R	N/A	N/A
London Park House	Office	Client Services / IT		N/A	N/R	N/A	N/A
Manchester	Office	Project / IT		N/A	N/R	N/A	N/A
Nottingham	Production	Digital & Litho Print / Mailing		Consent -TE 008014V	N/R	EPR/ IPPC/6.4.76	EPR/ IPPC/6.4.76
Peterborough	Production	Digital Print / Warehouse		N/A	N/R	N/A	N/A
Rotherham	Production	Digital & Litho Print /Fulfilment		N/A	N/R	N/A	N/A
Sheffield	Production	Warehouse / Fulfilment	Scanning / Data capture	N/A	N/R	N/A	N/A
Sunderland	Production	Scanning / Data capture	Digital & Litho Print / Mailing	N/A	N/R	N/A	N/A
Accrington	Production	Trade printers		N/A	N/R	N/A	N/A
Castleford	Production	Trade printers		N/A	N/R	N/A	N/A

							% Change Vs	
Group GHG Carbon Emissions	Baseline 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Previous year	Baseline year
Scope 1 Total Emissions	4,409	3,868	3,421	3,666	2,661	1,721	-35%	-61%
Company facilities Total	3,845	3,549	3,115	3,359	2,221	1,453	-35%	-62%
Natural Gas	3,733	3,526	3,098	2,902	2,182	1,428	-35%	-62%
Refrigerant	104	16	16	382	9	14	46%	-87%
Diesel Fuel (Generators)	0	5	-	72	28	3	-89%	300%
LPG	9	2	1	4	1	9	580%	-1%
Company Vehicles Total	564	319	306	307	440	268	-39%	-53%
Diesel	545	316	305	307	440	260	-41%	-52%
Petrol	18	3	1	-	-	-	0%	-100%
Hybrid	-	-	-	-	-	8	800%	800%
Scope 2 Total Emissions	12,347	10,458	9,296	8,774	7,901	5,095	-36%	-59%
Grid Electricity	12,347	10,458	9,296	8,774	7,901	5,095	-36%	-59%
Steam, Heat & Cooling	-	-	-	-	-	-	-	-
Scope 3 Total Emissions	250,668	168,630	170,225	211,757	154,511	134,191	-13%	-46%
Scope 3 Emissions (Upstream)	164,083	98,661	104,205	120,932	81,969	84,670	3%	-48%
Cat 1 - Purchased goods & services	150,184	80,781	84,454	97,125	65,435	71,201	9%	-53%
Cat 2 - Capital goods	4,102	6,844	9,142	10,548	6,161	6,045	-2%	47%
Cat 3 - Fuel & energy related activities	2,664	4,699	4,152	3,762	3,284	2,365	-28%	-11%
Cat 4 - Upstream transportation & distribution	-	-	-	-	-	-	-	-
Cat 5 - Waste generated in operations	335	305	311	296	134	53	-61%	-84%
Cat 6 - Business travel	1,275	259	485	985	950	545	-43%	-57%
Cat 7 - Employee commuting	4,798	4,568	4,269	4,365	3,530	2,822	-20%	-41%
Cat 8 - Upstream leased assets	727	1,204	1,392	3,851	2,474	1,638	-34%	125%
Scope 3 Emissions (Downstream)	86,585	69,969	66,020	90,826	72,542	49,521	-32%	-43%
Cat 9 - Downstream transportation & distribution	20,570	15,243	13,934	16,085	1,374	2,962	116%	-86%
Cat 9 - Downstream Postage	34,604	37,076	34,496	56,314	54,366	34,048	-37%	-2%
Cat 10 - Processing of sold products	-	-	-	-	-	-	-	-
Cat 11 - Use of sold products	-	-	-	-	-	-	-	-
Cat 12 - End-of-life treatment of sold products	30,907	17,058	16,961	17,696	16,795	12,507	-26%	-60%
Cat 13 - Downstream leased assets	-	-	-	-	-	-	-	-
Cat 14 - Franchises	-	-	-	-	-	-	-	-
Cat 15 - Investments	504	592	629	730	7	4	-44%	-99%
Total emissions/GHG baseline footprint tCO ₂ e	267,423	182,956	182,942	224,197	165,073	141,006	-15%	-47%

Group Environmental Metrics	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Natural gas kWh	20,302,140	19,227,255	16,952,317	15,875,194	11,929,899	7,803,824
Electricity kWh	51,365,008	47,784,687	46,661,124	42,755,682	38,158,317	28,783,287
of which is REGO backed	Not measured	Not measured	Not measured	32,209,597	28,902,124	28,240,588
Water supply m³	27,679	25,224	19,616	27,138	29,720	18,095
Waste water m³	20,151	17,191	12,617	18,905	23,770	14,505
Waste (tonnes)	14,534	13,671	13,972	13,460	13,108	10,821
Paper purchased for production sites (tonnes)	35,035	4,568	4,269	4,365	3,530	2,822
FSC / PEFC paper and products purchased (tonnes)for production sites	(not adjusted for acquisitions)	55,245	55,244	51,842	50,796	40,847
*figures differ due to difference in reporting periods	Data not available	Data not available	Data not available	Data not available	65,000	45,977
% of purchased paper FSC/PEFC	Data not available	Data not available	Data not available	Data not available	100%	98%
Recycling rate	95%	92%	92%	93%	93%	93%
% of manufacturing sites with ISO 14001 and/or ISO 50001	100%	100%	100%	100%	100%	100%
% sites with sustainability champions	Programme not operational	Programme not operational	80%	80%	80%	90%

Group Waste Stream	2019/20 tons	2020/21 tons	2021/22 tons	2022/23 tons	2023/24 tons	2024/25 tons
General waste	584	818	942	938	885	770
WEEE mixed waste	12	11	4	6	5	6
Wood waste	277	831	794	807	862	813
Metal waste	117	109	100	134	112	88
Plastic waste	449	342	399	400	314	73
Cardboard waste	5,404	4,911	4,518	3,934	3,518	1,277
Paper waste	7,691	6,648	7,215	7,241	7,412	7,761
Food waste	n/a	n/a	n/a	n/a	n/a	0.50
Hazardous waste	91	75	105	121	47	33
Total tons of waste	14,534	13,671	13,972	13,460	13,108	10,821

	Scope 1 - Natural gas tons CO ₂ e					
Paragon UKIL sites	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Accrington	127.6	129.1	98.2	107.6	95.4	32.7
Ballymount	21.0	-	-	-	-	-
Barnwood	26.6	28.1	22.7	-	-	-
Bristol	278.2	272.0	193.6	166.0	168.9	134.4
Caerphilly	5.1	37.7	24.4	-	-	-
Castleford	100.2	102.2	71.9	66.3	31.9	50.5
Chippenham	-	-	-	108.8	106.2	112.9
Citywest	-	-	-	-	-	-
Communis Sites	1,250.5	1,156.0	1,017.5	894.7	602.2	7.4
Dagenham	160.2	157.6	140.0	73.8	132.5	171.6
Dagenham DG3	27.1	16.3	26.9	27.9	29.2	7.4
Droitwich	36.2	47.3	47.2	35.1	29.6	29.6
Gillingham	55.7	16.3	55.3	27.2	44.3	-
Huntingdon	104.6	2.1	2.5	0.4	-	-
Knutsford	-	-	-	-	-	-
Lancing	2.6	2.4	2.1	3.5	1.4	1.5
Leeds	-	-	-	-	-	-
Leicester	64.5	63.1	50.5	46.8	-	-
London Park House	-	-	-	-	-	-
Luxembourg	-	20.2	19.4	15.8	13.6	18.1
Spicers	47.0	45.0	49.0	30.0	38.0	34.3
Normanton	-	-	-	-	-	-
Norwich	36.2	75.4	33.6	58.4	26.0	25.2
Nottingham	748.4	819.4	789.9	765.7	658.6	656.8
Peterborough	68.1	26.5	12.8	30.5	25.1	31.0
Redruth	102.2	-	-	-	-	-
Rotherham	16.3	26.3	21.3	13.9	19.8	12.8
Sandyford	5.0	-	-	-	-	-
Shepshed	199.5	219.4	217.4	237.6	-	-
Sunderland	159.0	167.9	114.5	114.2	81.5	100.6
Tewkesbury	90.7	96.2	87.0	77.8	77.8	1.0
Print Work Solution Sites	-	-	-	-	-	-

	Scope 2 - electricity tons CO ₂ e					
Paragon UKIL sites	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Accrington	287.1	169.8	210.8	211.6	175.3	47.4
Ballymount	24.9	-	-	-	-	-
Barnwood	337.0	237.2	19.2	3.4	-	-
Bristol	995.4	993.9	1,020.8	963.4	974.5	832.0
Caerphilly	64.6	57.4	35.6	-	-	-
Castleford	306.7	200.9	192.2	204.3	194.8	178.1
Chippenham	-	-	-	135.2	138.4	126.4
Citywest	-	-	24.7	42.6	35.9	29.7
Communis Sites	3,404.7	2,727.5	2,361.8	1,990.6	1,806.4	5.5
Dagenham	1,441.0	1,364.5	1,331.7	1,582.8	1,716.3	1,482.1
Dagenham DG3	219.2	160.9	151.4	32.9	7.8	2.8
Droitwich	118.5	99.5	90.6	92.8	112.6	95.4
Gillingham	290.4	197.3	200.3	94.0	3.6	-
Huntingdon	43.9	30.7	11.0	6.0	-	-
Knutsford	-	5.8	0.6	0.3	-	-
Lancing	45.6	42.0	34.0	36.8	30.7	23.8
Leeds	-	-	-	-	-	-
Leicester	115.6	94.4	80.9	86.3	-	-
London Park House	34.6	24.3	22.3	24.1	26.7	22.0
Luxembourg	-	11.9	10.8	12.5	13.4	11.4
Spicers	72.1	68.2	62.4	61.7	61.1	54.9
Normanton	10.2	9.3	4.2	7.7	5.7	4.3
Norwich	652.2	531.1	467.4	439.2	506.4	599.7
Nottingham	1,739.4	1,585.1	1,350.7	1,366.2	1,311.9	1,074.6
Peterborough	223.6	195.0	178.3	197.4	190.6	158.2
Redruth	154.7	-	-	-	-	-
Rotherham	173.2	151.2	144.7	143.2	156.1	115.5
Sandyford	116.9	-	-	-	-	-
Shepshed	549.4	677.1	587.1	442.1	-	-
Sunderland	388.3	360.1	302.3	205.9	178.3	148.9
Tewkesbury	534.1	453.7	394.7	385.0	247.2	73.9
Print Work Solution Sites	3.3	9.0	5.8	6.3	7.4	7.9

Report Title: Environmental, Social and Governance Report UK, Ireland and Luxembourg

Original Publication Date: April 2026

Author/Originator: Paragon

Correction Date: July 2026
The following correction is issued to clarify the nature of the relationship with **Science Based Targets Initiative (SBTi)** as cited in the references section of the aforementioned report.

Formal Clarification Statement

Notice of Clarification:

The references and citations provided in the original report regarding **SBTi** were included solely to publicly communicate the public commitment made to set SBTi targets, which expired on **09/11/23**. These references have been removed to reflect that Paragon is not currently pursuing any target commitment or validation process with SBTi. Further information on Paragon's intentions regarding SBTi will be published in our ESG Report for FY2026.

