

iNIZIO

SUSTAINABILITY REPORT 2022

It's time to build a sustainable future.





# It's time to do the right thing.

At Inizio, we know that our people care about sustainability as much as our clients do. Each of our businesses is empowered to do what's right for it, while being grounded in our fundamental Leadership Commitments ("commitments") that ensure we do the right thing together.

Like many organizations, we're continuing on our sustainability journey, with big ambitions for the future. We all share the same passion to see what's possible and realize our path ahead.

It's time to reimagine health and, in doing so, build a sustainable future for all of us.

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# Inizio at a glance

## Who we are

We formed Inizio in 2022 from two previously publicly listed organizations, UDG Healthcare (parent company of Ashfield) and Huntsworth.

Inizio is a strategic partner for health and life sciences. We support our partners from initial landscape assessment to loss of exclusivity, by connecting our full suite of advisory, medical, marketing, communications, and patient & stakeholder engagement services, across the lifecycle of a drug.

## What we do

Our breadth and depth of scientific expertise allow us to reimagine our clients' challenges into new opportunities. Across all areas of health and life sciences, we combine the knowledge of our 11,500-strong team of talented individuals into one collective, enabling us to achieve better patient outcomes together.

From those early, exciting days of drug discovery, through the challenges of development, preparing for launch, going to market and beyond, Inizio partners with every major pharma company in the world to help them navigate commercial complexities through a unique breadth of integrated services.

### Our services include:

- Clinical development strategy
- Medical affairs
- Commercial strategy
- Evidence, pricing and access
- Brand and creative development
- Healthcare professionals, patient, and payer engagement

## How we do it

We deliver our services across five global business units.

### Inizio Advisory

With deep data strategy and analytics expertise, Inizio Advisory helps pharma, biotech, and life sciences companies develop, execute, and operationalize their strategies. We do this across portfolio licensing and development, new product launches, established products and franchises, health economics and outcomes research (HEOR) pricing, and market access. We also support our clients with market insights, competitive intelligence, and strategic benchmarking. Inizio Advisory brings a fresh perspective and clarity to clients, enabling better decision-making.

### Inizio Medical

Combining complex scientific understanding with creativity, Inizio Medical creates compelling content and engages communities across the spectrum of healthcare. We deliver medical communications, medical affairs, real-world evidence, and outcomes research. Underpinned by a team with deep scientific and medical knowledge across therapeutic areas and world-class medical analytics capabilities, Inizio Medical redefines the role of medical affairs in drug development and commercialization.

### Inizio MarComms

Inizio MarComms is represented by Evoke, a global brand, experience, and communications platform, purpose-built to make health more human™. We use data-driven insights, creativity, and innovative technologies to unlock commercial potential for our clients, offering a range of brand strategy, creative, communications, policy and access, experience, data science, media, marketing technology, and delivery services.

### Inizio Engage

As experts in strategic engagement and commercialization, we partner with clients to create personalized experiences and deliver improved treatment outcomes. Inizio Engage develops impactful solutions across live, hybrid, and digital channels for healthcare professionals, patients, and payer engagement. These include employee engagement consulting, training and development, events, treatment journey blueprinting, advanced analytics, patient education, scientific engagement, medical information, and promotions.

### Inizio Biotech

With services spanning the clinical development and commercialization journey, we provide personalized and scalable solutions curated to maximize value creation for our biotech customers, all coordinated through a single point of contact. Inizio Biotech is our newest business unit with a small employee presence and therefore falls under the Inizio global brand for reporting purposes within this Sustainability Report.

## Inizio in numbers

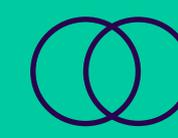
 **\$1.5bn+**  
in revenue

 **35 offices**  
across  
**50 countries**

 **11,500**  
talented people

 **750**  
PhDs

 **850**  
nurses

 **10+ years**  
length of relationships  
with our top 10 clients



# Highlights

## Environmental

100%

of offices are single-use plastic free.

Scored

C

in Inizio's first submission to the CDP.

Scope 3

Completed our Scope 3 emissions assessment.

Offset

6,550 tCO<sub>2</sub>e

of emissions from business travel.

## Social

Enhanced focus on

Diversity, Equity and Inclusion (DEI)

with new DEI appointments across our business units.

Launched new integrated

Learning Management System.

Volunteered

5,582 hours

on Inizio Community Action Day across 190 community projects.

Donated

\$420k

to various good causes (excluding pro bono work).

## Governance

Introduced new

Leadership Commitments.

Published new

Code of Ethics.

Across Inizio's business units, we've received some great awards in 2022:

Evolve  
(Inizio MarComms)

was named as one of Medical Marketing+Media's Best Places to Work.

TCEG  
(Inizio Engage)

was among the 50 Best Large Companies to work for and within Marketing & Media's top 10 best agencies to work for.

Nucleus Global  
(Inizio Medical)

was awarded Medical Affairs Agency of the Year by Communicue.

Apothecom  
(Inizio Medical)

was awarded Medical Affairs Communication Team of the Year by PharmaTimes.

Vynamic  
(Inizio Advisory)

was recognized as one of the best workplaces for millennials by Great Place To Work.

Inizio Engage

was recognized as one of the top 10 Fortune best workplaces in BioPharma by Great Place to Work.

# Letter from our CEO, Paul Taaffe

This is our first Sustainability Report since we formed Inizio, combining the best-in-class capabilities of Huntsworth and Ashfield into a powerful strategic partner for our clients.

Healthcare companies are purpose driven and have a strong desire to improve people's lives. This is reflected in Inizio's own purpose: "It's time to reimagine health". As a sector, we're very aware of our environmental and social responsibilities and keen to do better. We're already seeing the impact of climate change, with rising illnesses and deaths due to extreme temperatures, adverse weather and the spread of infectious diseases. Globally, the sector is also responsible for c.4.4% of total net emissions. Taking action now on emissions will improve our patients' health outcomes in the long term. We need to play our part by reducing our operational emissions, work with our supply chain to reduce theirs and ultimately reach net zero by 2040.

Being sustainable is both the right thing to do and good for our business. Healthcare is an ecosystem, where companies are customers or suppliers to each other. Our clients are looking for solutions to their sustainability challenges and we can deliver those for them. They are also starting to evaluate our sustainability performance, so we have an opportunity to become their supplier of choice. Our people's own sense of purpose also means they want to work for a business that makes a positive contribution. An effective and well-considered approach to sustainability makes us a more attractive employer and helps our people stay motivated and engaged.

## Reducing our environmental impact

As a science-based business with highly analytical people, we know that plans without data are often just virtue signaling. We're working to ensure we have hard data on our environmental performance, so we can set firm targets and have an organization that delivers them.

We already know that our car fleet and buildings are major contributors to our operational carbon footprint. Many of our people need to drive to see clients and patients, and we understand that switching to electric and hybrid vehicles will make a material difference to our emissions. We also acknowledge that it will be challenging to make the full switch to electric vehicles quickly due to infrastructure and supply constraints but we are nevertheless committed to making the transition on a phased basis to allow for improvements in infrastructure and supply.

Following the merger that created Inizio, and reflecting the move to hybrid working post COVID-19, we've taken the opportunity to rightsize our workplaces. We're now talking to our landlords about ways to reduce the environmental footprint of our properties. As we don't own the facilities we're using, we can influence but not control the impact here.

## Success through diversity

To be successful in the long term, we have to continue to generate superior knowledge for our clients. The best knowledge solutions come from having people with different viewpoints, backgrounds, and contexts. This inevitably requires diversity of experience, gender, culture, race, orientation, and other factors.



Diversity and inclusion also support our ambitious growth goals. We already employ an unparalleled number of strategic, scientific, medical, and creative experts, and we need to remain a top destination for this very specialized talent.

Our commitments are key. [See page 8.](#)

We understand that people want to feel emotionally connected to their work, so when we created Inizio we spent a great deal of time ensuring we had clear commitments that really mean something. One of our strong commitments is that we empower everyone, which helps to make us inclusive.

Even so, we have more to do. As with our environmental goals, we've been very methodical in understanding our future direction. One of our businesses, Dynamic, specializes in diversity and inclusion consultancy and we've enlisted their services to assess our current operating model. We're now looking at how we can best organize for success, from having clearly defined plans supported by budgets, to implementing the right reporting lines and board oversight.

## Looking ahead

In the near term, we're committed to setting science-based carbon reduction targets. Those will help us to define the structure, resources, and programs we'll need to achieve those targets. We'll also continue to focus on the depth and quality of our data, to ensure our processes are streamlined and auditable, and that ultimately we have the necessary information to measure our success.

In summary, Inizio is determined to contribute to a better and more sustainable future. I look forward to updating you on our progress in our next report.



It's time to take our sustainability efforts to the next level. We are committed to reducing our environmental impact, strengthening our diversity, and further enhancing our governance.





# Our Leadership Commitments



## We empower everyone

### Let's give everyone the support and space to thrive

We create an environment where everyone feels listened to; confident to be themselves; safe to speak up; free to experiment and fail; and valued for their unique contribution.

We set clear goals and provide the communication, support, and autonomy people need to own their work. We motivate people to thrive, to build their careers, and to play their part in our success, as well as our clients'.



## We rise to the challenge

### Let's keep finding ways to be and do better, every new day

Our success and our relationships are built on exceeding expectations. We care about making a difference, so we strive to deliver the highest quality and we always find a way to deliver.

In a world of change we are calm, resilient, and entrepreneurial, and we help others to improve every day. We create energy by recognizing people's commitment and contribution.



## We work as one

### Let's unleash the power of collaboration and networks

We believe in the power of collaboration, in shared goals, and in sharing our collective knowledge, perspectives, and skills.

We exemplify the power of openness, listening, and connecting.

We support those around us to discover new possibilities across our vast, expanding network.



## We ask what if?

### Let's find new learning and possibilities everywhere

By asking the question "What if?", we allow creativity and innovation to flourish. We empower our people to learn from mistakes, take risks, challenge norms, and look for perspectives and possibilities that others can't see.

Let's recognize our people for learning and for finding new and better ways to meet the needs of our business and our clients.



## We do the right thing

### Let's be accountable and authentic

We know that trust is everything, so we make promises to our people and clients carefully, and we take accountability for them.

When things go wrong or we don't know the answer, we have the humility to admit it. Whatever the pressures, we take responsibility, do the right thing, treat people fairly, and support our teams.



It's time to achieve the best outcomes for our clients and ultimately their patients, as sustainably as possible. At Inizio, we lead by example, with clearly defined and liveable Commitments.

Ryan Quigley,  
Chief Operations Officer



# Q&A with Dervalia Leahy, Head of ESG

Inizio's Head of ESG explains how we developed our Sustainability Strategy, the challenges ahead, and how our people came together for some very good causes...



It's time to reflect on a momentous year and some incredible achievements. We know there's still much to do, but together we're more than capable of rising to the challenge.



Q Tell us about Inizio's Sustainability Strategy and the journey to get there.

Inizio's Sustainability Strategy is a three-pronged approach to capturing all the material matters under the pillars of environmental, social, and governance. Underpinning each pillar we have agreed a guiding principle – our north star – supported by a series of priorities

➔ Read more about our Sustainability Strategy on page 10.

With the creation of Inizio, our first step was to understand what approach each of our businesses had previously taken across the areas of ESG and to assess where the gaps were. To assist us, we enlisted help from an external consultancy to analyze our sustainability practices and to benchmark us against our peers and the wider healthcare sector. Alongside this, we engaged with our clients and our people to understand what was important to them and we used this to determine our guiding principles.

Both the Executive and Sustainability Committee played important roles in reviewing the strategy as we developed it. They ensured it was embedded in Inizio's commercial strategy, as one of our four enterprise-wide initiatives.

Q What do you see as the biggest challenges to successfully implementing our Sustainability Strategy?

We understand that making real progress with our Sustainability Strategy is essential to creating a sustainable business in the long term but undoubtedly there are challenges across the environmental and social pillars of ESG.

From an environmental standpoint, our biggest challenge is quantifying and reducing our Scope 3 emissions. Despite this, we've identified a pathway to move beyond these challenges and we're confident we can make significant progress in this area in the years ahead.

Employee data is key to the social side of our strategy, and yet given the nature of the data, it's also the most difficult to collect. We're working with stakeholders across HR, Legal, and IT to overcome this, so we'll be in a better position to measure our progress in the future.

Q Have there been any highlights for you during 2022?

The launch of Inizio's Community Action Day, a significant component of our community strategy under the social pillar, is a particular highlight for me. Collectively, 1,405 employees participated in charitable initiatives across October and November. It engrained in participants a collective sense of purpose and goodwill, and gave many of our people the chance to bond outside of their day-to-day work.

Another standout initiative was the launch of our zero single-use plastic policy. Our CEO, Paul Taaffe, committed to this objective during Inizio's Leadership Conference in March 2022 and since then our offices globally have been busily making the necessary changes. Supported by our people, we've made significant progress and 100% of our offices are now single-use plastic free.

Q What are the priorities for progressing our Sustainability Strategy in 2023?

During 2023, we'll continue to focus on reducing our carbon emissions across Scope 1, 2, and 3 to meet our near-term emission reduction targets, which will shortly be submitted to the Science Based Targets Initiative for validation. As always, data is key and we'll be continuing to refine our data-collection processes in the months ahead.

Within the social part of our strategy, we've started the recruitment process for an enterprise-wide DEI lead, who'll formalize our DEI strategy.

We've recently launched our new Learning Management System globally, which will host Inizio Group policies and enable expanded training across a number of areas. Disclosure and transparency are high on the agenda for many of our stakeholders and we'll prioritize our disclosure of sustainability data by building upon our Task Force on Climate-related Financial Disclosures (TCFD) disclosure and working towards Global Reporting Initiative (GRI) disclosure during 2023.

# Macrotrends

Our approach to sustainability is shaped by wider global trends and our commitment to do the right thing. We recognize the enormous, complex challenges our societies face and are determined to address them wherever we can.

## Climate change

### The challenge

Global greenhouse gas emissions are at their highest levels in history and the international pledge through the Paris Agreement in 2015 to prevent an average temperature rise of 1.5°C is in danger. The Earth is already seeing the devastating effects of a changing climate, with extreme weather events, higher temperatures, and changing sea levels.

As a global company with offices in 35 countries and serving many more, we recognize the devastating impact climate change will have on our people, our clients, and millions of patients. We also understand that our clients are increasingly focused on this and want to see evidence of how we're addressing climate change, in both our operations and supply chain.

### Our response

To support climate change efforts around the world, we've pledged to reduce our carbon emissions in line with the latest climate science.

➔ Find out what we're doing on page 13 to 15.



## The evolving regulatory landscape

### The challenge

ESG regulations and legislation are complex and continually evolving. There are multiple rules, reporting frameworks, and global goals to align with, such as the UN Global Compact, the Sustainable Development Goals, the GRI and TCFD, to name just a few.

### Our response

Although Inizio is privately owned, we're committed to aligning with the regulatory expectations placed on public companies, and will report against all applicable regulation and best practice, demonstrating to our stakeholders that we take sustainability seriously and that we strive to always do the right thing.



## The changing workplace

### The challenge

The COVID-19 pandemic transformed the way we work almost overnight. We quickly and successfully helped our people to work from home, so we could protect their health and continue to deliver effectively for clients. In doing so, we created opportunities for new and innovative ways of working that will deliver long-term benefits to the business, our clients, our people, and the environment.

However, while many of our employees enjoy the benefits of working from home either full or part time, they can also feel more isolated. Home working can also blur the boundaries between work and personal lives.

### Our response

To combat this, Inizio continues to promote employee events, provide wellbeing support and resources, and create new flexible physical spaces, to facilitate purposeful, collaborative engagement. We've also formalized a hybrid working policy, to provide guidance to our people and their line managers on how best to support our people outside the office environment.



## Employee expectations

### The challenge

Today's employees – particularly millennials and Gen-Z – want to work for organizations that reflect their values and are genuinely addressing social and environmental issues. Being a socially responsible company is both the right thing to do and helps us to attract and retain the best talent, and boost employee morale and engagement.

### Our response

To meet the needs of today's employees, we've purposefully considered and created our Sustainability Strategy, which includes a series of guiding principles underpinned by specific priorities across the areas of Environment, Social and Governance. As we explain on page 9, our materiality assessment ensured we're tackling the issues that matter most to our people.



# Our Sustainability Pledges



## Net zero by 2040

Net zero is high on the agenda for most companies and Inizio is no different. Our Board and Executive Council are committed to us becoming a net zero business by 2040.

→ See page 13.



## Carbon reduction targets

We've finalized the development of near-term carbon reduction targets, and will submit them to the SBTi for validation in 2023.

→ See page 13.



## Buying 100% renewable electricity

We aim to buy all our electricity from renewable resources by 2030.

→ See page 13.



## Switching to a cleaner, greener fleet

We pledge to switch 50% of our fleet to hybrid or fully electric vehicles by 2025.

→ See page 13.



## Offsetting business travel emissions

We commenced a carbon offsetting program in June 2022 and to date, we have offset 6,550t CO<sub>2</sub>. We'll continue to offset carbon emissions from business travel during 2023.

→ See page 15.



## Committing to social responsibility

We've signed up to the UN Global Compact, demonstrating our commitment to the ten universal principles on human rights, labor, environment, and anti-corruption.



# Shaping our strategy

To inform our Sustainability Strategy, we carried out a materiality assessment to find out the views of our people, clients, and suppliers.

As sustainability covers such a wide range of topics, it's important that we focus our efforts on areas that matter to our stakeholders and reflect our strategic direction.

In spring 2021, prior to the launch of Inizio, UDG Healthcare commissioned an independent external consultancy to carry out a multi-stakeholder materiality assessment, which has helped to focus our strategy on the most important issues. In conducting the materiality assessment, we identified 25 issues under the environmental, social, and governance pillars. These issues were drawn from a wider pool of considerations and built out from a review of the profile of the then UDG business and issues identified by third-party rating agencies. These issues were then narrowed down to create a

blend of issues which reflected the activities of the UDG business. Through anonymous online surveys, a range of respondents were asked to rank each issue on its importance to them across four categories: low importance, medium importance, high importance or very high importance. Respondents also had the opportunity to provide additional qualitative feedback across each of the three pillars.

The stakeholders who participated in these online surveys included:

- A random selection of employees
- Top ten clients
- Top ten suppliers
- The Senior Executive Team, several of whom remain on the Inizio Executive Council

Following the creation of Inizio, we felt it wasn't necessary to repeat the materiality assessment so soon after the original.

Many of the findings are consistent with what we're currently hearing from stakeholders, so we'll look to validate these in a future review.

### What did we learn?

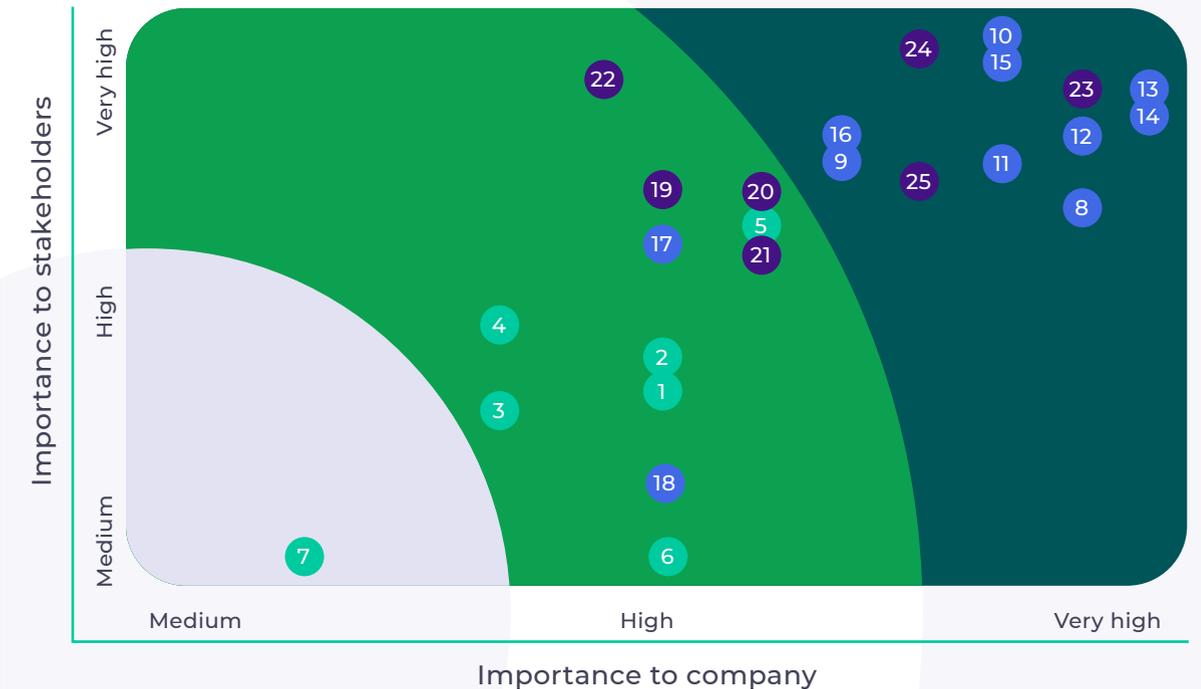
Overall, social issues were most important to all of our stakeholders, which showed a strong alignment with our strategy. Not surprisingly, our stakeholders ranked human rights, employee health and safety, data privacy, and cyber security the highest.

Across environment, reducing carbon emissions, using cleaner energy, and waste management were most important to external stakeholders. Reducing single-use plastic and waste management were highly important to our people and the then Senior Executive Team.

Of the governance issues, stakeholders ranked business ethics, trust, and transparency as most important, which strongly aligns with our perspectives.

### Materiality matrix

The following matrix shows how the company and its stakeholders ranked the various ESG issues:



#### ENVIRONMENTAL

- 1 Managing emissions
- 2 Using cleaner energy
- 3 Reducing water use
- 4 Reducing chemical use
- 5 Reducing single-use plastic and waste
- 6 Minimizing vehicle use
- 7 Biodiversity

#### SOCIAL

- 8 Employee benefits
- 9 Labor practices and employee relations
- 10 Employee health and safety
- 11 Employee professional development and training
- 12 Diversity, equity and inclusion
- 13 Attracting and retaining employees
- 14 Delivering great client service and grievance resolution
- 15 Data and cyber security
- 16 Fair marketing and business practices
- 17 Human rights due diligence
- 18 Community relations

#### GOVERNANCE

- 19 Positioning UDG as a responsible and sustainable business
- 20 Risk management and oversight
- 21 Business preparedness
- 22 Accountability and transparency
- 23 Business ethics and trust
- 24 Anti-bribery and corruption
- 25 Grievance resolution and whistleblowing

## Stakeholder engagement

There are many ways we regularly engage with stakeholders, to make sure we're always listening to their views on sustainability.

### Clients

Regular contract reviews and check-ins, attending supplier conferences, and ongoing partnerships and dialogue.

### Suppliers

We understand that effective engagement with our suppliers is vital to achieving our carbon emission reductions and we will be commencing a supply chain sustainability program in 2023. As part of this program, we will be launching a group-wide Supplier Diversity Policy and Supplier Code of Conduct.

### Investors

Regular discussions with our private equity investor, CD&R, in addition to formal board meetings.

### Communities

Partnerships with community organizations, and social impact and community development initiatives.

### Employees

Monthly Sustainability Champions Network meetings, Sustainability Forums across our business units, quarterly newsletters, and regular webinars and town halls.

➔ See page 11 for more on the Sustainability Champions Network and Sustainability Forums.



# Our Sustainability Strategy

Our Sustainability Strategy is a cornerstone of our overall commercial strategy.

You can read about how we developed the strategy and the materiality assessment that underpins it on [page 9](#).



## Guiding principles

## Priorities

<p>Environment</p>	<p>To reach net zero carbon emissions in our operations and supply chain by 2040.</p>	<ol style="list-style-type: none"> <li>1. Quantifying and reducing our Scope 1 and 2 carbon emissions.</li> <li>2. Quantifying and reducing our Scope 3 emissions.</li> <li>3. Improving the energy efficiency of our offices.</li> </ol>	
<p>Social</p>	<p>To be an employer of choice.</p>	<p>Our people</p> <ol style="list-style-type: none"> <li>1. Recruiting a global DEI lead who'll formalize our group-wide DEI strategy.</li> <li>2. Implementing a three-year Learning and Development Strategy.</li> <li>3. Launching a Group health and safety management system.</li> </ol>	<p>Our communities</p> <ol style="list-style-type: none"> <li>1. Coordinating employee volunteering via annual Community Action Day.</li> <li>2. Supporting employee fundraising through our Give Back Fund programs.</li> <li>3. Supporting our charities of choice both financially and by volunteering our time to meet their needs.</li> </ol>
<p>Governance</p>	<p>To operate a robust and agile governance framework to support the successful delivery of the Group's strategy.</p>	<ol style="list-style-type: none"> <li>1. Expanding the diversity of the board and senior leadership.</li> <li>2. Conducting regular enterprise risk assessments.</li> <li>3. Enhancing data security and data privacy training.</li> <li>4. Publishing new and updated policies relating to ethical business conduct, a new Code of Ethics and associated training.</li> </ol>	

# Governance in action



## Keeping us on track

### The board

The board receives a standalone sustainability update every time it meets, which includes progress updates on how we're implementing the priorities identified in our strategy. In September 2022, the board formally approved our Sustainability Strategy, with the Executive approving the associated sustainability policies.

### The Sustainability Committee

The Sustainability Committee meets at least three times a year to oversee the development and implementation of our Sustainability Strategy, track evolving industry benchmarking requirements, and understand the investment required to deliver the strategy successfully. The Committee includes our non-executive board sponsor of ESG, Brendan McAtamney, who acts as a conduit between the board and executive on all sustainability matters.

### The Sustainability Champions Network

The Sustainability Champions Network is made up of representatives from across the organization, who promote the implementation of the Sustainability Strategy in their areas and are a point of contact for all employees. They develop and share ideas, create and deliver engaging initiatives, and lead their business units' Sustainability Forum meetings, reporting back to the Network. One such initiative which the Sustainability Champions Network helped to drive was the implementation of our zero single-use plastic policy, which helped to positively change employee behavior on waste management.

### The Sustainability Forums

The Sustainability Forums typically meet every six weeks in each business unit and are led by the Sustainability Champions. The forums comprise representatives from the different agencies within the business units. They support the Champions with implementing the Sustainability Strategy, share best practice, and report on local initiatives.



# Environmental

We're aiming to become net zero across our operations and supply chain by 2040. Find out how we're doing this by reducing emissions, endorsing more sustainable travel, and developing a supply chain sustainability program.

### In this section

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It's time to act. To protect the world for future generations, we all need to reduce carbon emissions. Inizio is absolutely committed to playing its part.

Neil Jones,  
ESG Executive Sponsor



# Our Environmental Strategy

We understand the need for urgent action to reduce our carbon footprint, so we've committed to setting near-term science based targets through the Science Based Targets initiative (SBTi). As our guiding principle in this area, we've also pledged to reach net zero carbon emissions in our operations and supply chain by 2040. In deciding on our 2040 net zero ambition, we worked alongside an independent energy consultancy business to create a number of scenarios designed to assess whether net zero can be achieved by 2040 across Scope 1, Scope 2, and Scope 3 based on the implementation of the key levers contained within our Sustainability Strategy.

We understand that achieving Net Zero by 2040 represents a significant undertaking that requires everyone throughout the organisation to work together. Supported by our Group ESG function, we empower our people through our Sustainability Champions Network and Sustainability Forums to identify, develop, and implement environmental initiatives to advance our collective efforts.

As mentioned, underpinning our net zero commitment are three key levers, which form the central components of our Environmental Strategy:

- 1 Quantify and reduce our Scope 1 and 2 carbon emissions
- 2 Quantify and reduce Scope 3 emissions
- 3 Enhance energy efficiency in our offices

## 1 Quantify and reduce our Scope 1 and 2 carbon emissions

In early 2022, we performed a baseline assessment of our carbon emissions, using data compiled in 2021. This formed the basis of our first submission to the CDP in 2022 and was a significant milestone for us, given the organizational change during 2021.

### Organizational emissions (tCO<sub>2</sub>e)

	2021	Units
Scope 1 emissions	7,481	tCO <sub>2</sub> e
Scope 2 emissions (location-based)	2,309	tCO <sub>2</sub> e
Total Scope 1 and 2 emissions	9,791	tCO <sub>2</sub> e

### Scope 1 emission sources (tCO<sub>2</sub>e)

Emission source	2021	% of total emissions 2020
Natural gas	708	6.6%
Fleet	6,773	63.4%
Total Scope 1 emissions	7,481	70.0%

### Scope 2 emission sources (tCO<sub>2</sub>e)

Emission source	2021	% of total emissions 2020
Electricity location rate	2,309	21.6%
Total Scope 2 emissions	2,309	21.6%

## Action plan

Understanding our operational emissions has enabled us to create an action plan to progressively reduce our emissions over time, using the SBTi process to guide us. Our planned actions to reduce our operational emissions are as follows:

2023

Reduce energy consumption in our offices  
Many of our offices already use energy-efficient technology, such as motion detectors and automatic switches for lighting and LED fixtures. However, we can still do more to change employee behaviors and reduce our energy consumption. In 2023 we plan to launch a communications campaign, "Small changes, big impact", to educate our people on some of the small differences that can reduce consumption within our offices. To support this, we also plan to roll out group-wide environmental awareness training for all staff, via our new Learning Management System.

2025

Transition the Inizio Engage fleet to hybrid and electric vehicles  
Our initial target is to transition at least 50% of all vehicles to hybrid or electric models by 2025.

The emissions from our sales fleet comprise c.67% of our operational emissions. It's therefore an imperative that we move away from internal combustion engine vehicles. However, we're equally mindful that the transition presents several challenges, including infrastructure and supply limitations. For this reason, we've introduced a staged target of 50% by 2025, to allow our businesses flexibility as they work through these challenges.

2030

Use renewable electricity in all our offices globally  
We aim to purchase 100% of our electricity from renewable resources by 2030. We'll do this by purchasing renewable electricity via energy contracts, either directly with energy companies or via our landlords. Where we can't purchase renewable energy, we'll buy Energy Attribute Certificates as an interim measure.

i

What are Scope 1, 2, and 3 emissions?

### Scope 1

This covers direct emissions from owned or controlled sources such as fuel combustion, company vehicles, and fugitive emissions.

### Scope 2

This covers indirect emissions from the generation of purchased electricity, steam, heating, and cooling.

### Scope 3

This covers all other indirect emissions that occur in a value chain to support our company's operations. For example, employee commuting, waste, business travel, and the goods and services we purchase to carry out business activities.



OUR ENVIRONMENTAL STRATEGY CONTINUED

2 Quantify and reduce Scope 3 emissions

Like many organizations, the majority of our carbon emissions fall within Scope 3. Part way through 2022, we undertook a Scope 3 emissions screening exercise, aligned with the Greenhouse Gas Protocol Corporate Standard. This helped us to understand which Scope 3 categories were most relevant to us, based on the data available. We concluded that the majority of our emissions fall within the “Purchased Goods and Services” category and therefore implementing a supply chain sustainability program will be a huge focus area for us going forward. At the same time, we’ll need to continue to refine our Scope 3 data, to apply more specific emissions factors in the future, rather than relying on spend-based data.

Planned actions to reduce our supply chain emissions are as follows:

Material Scope 3 Categories	tCO <sub>2</sub> e
Purchased Goods and Services	113,172
Fuel and Energy related activities not captured in scope 1 and 2	495
Waste	451
Business Travel	442
Employee Commuting	1,600

ACTION 1  
Develop a supply chain sustainability program

Following the Scope 3 screening exercise, we know that to significantly reduce our carbon emissions within our supply chain, we need suppliers to reduce their operational emissions.

Our global supply chain spans multiple geographies and categories, including for example professional services, IT, healthcare professionals, car leasing, buildings, and many others. We aim to build long-term sustainable relationships with our suppliers by initiating a supply chain sustainability program in 2023. This will focus on our environmental expectations of suppliers, as well as well as increasing our spend, where possible, with small and diverse suppliers. We recognize this will be a gradual process but by signaling our expectations now, we can work with suppliers on the transition to a zero carbon economy.



ACTION 2  
Reduce waste

Waste is not a material source of emissions for us. However, we recognize the importance of reducing the amount of waste we send to landfill. We generate waste through our meetings and events business, and in our offices.

During 2022, we implemented a zero single-use plastic policy globally. This galvanized the support of our people and encouraged office managers to reconsider their approach to purchasing office supplies. 100% of our offices are single-use plastic free.

For electronic waste, we’ve taken steps to ensure that in most cases we donate old or defective IT equipment to local charities or other good causes. Where this isn’t viable, we partner with e-disposal companies based in the UK and US. These companies refurbish and re-market working equipment or recycle it responsibly, to recover raw materials.

Throughout 2023, we’ll work with our people to educate them on positive waste-management practices and the importance of recycling. We’ll also engage with our landlords, to ensure proper recycling facilities are available.

To date  
**100%**  
of our offices are single-use plastic free





## OUR ENVIRONMENTAL STRATEGY CONTINUED

## ACTION 3

## Business travel and employee commuting

Business travel is a significant contributor to Inizio's Scope 3 carbon emissions and we have a multi-faceted approach to reducing them. For our sales fleet, we're phasing out internal combustion engine cars and transitioning to hybrid and electric vehicles. For further information see page 13. Within our Engage business unit, the COVID-19 pandemic increased our remote interactions with healthcare professionals and sales reps, decreasing our business travel requirements.

Air travel represents a large proportion of our business travel emissions, so we encourage our people to consider whether taking a flight is necessary and proportionate.

We also encourage our people to commute using more sustainable travel choices, such as cycling and public transport. We provide bike storage at our offices and take part in local bike-incentive schemes. Our approach to hybrid and remote working also serves to reduce emissions from employee commuting.



Where it's not possible to avoid carbon emissions from commuting or other business travel, we offset them by investing in two projects: a wind power plant in Maharashtra state, India, and the World Land Trust's Carbon Balanced program.

The wind power plant is a new facility that sells generated energy to the grid. It created jobs during construction and operation and helps to reduce the gap between energy supply and demand in the region, with less energy therefore required from traditional fossil fuel-powered stations. This project is approved by the Verified Carbon Standard and supports UN Sustainable Development Goal (SDG) 7 (Affordable and Clean Energy), SDG 8 (Decent Work and Economic Growth) and SDG 13 (Climate Action).

The World Land Trust's Carbon Balanced program focuses on protecting forests and restoration projects, producing measurable, long-term local community benefits and a positive climate impact, and generating significant biodiversity conservation value.



## ACTION 4

## Holding more sustainable events

The events industry can be a significant carbon emitter, and as a provider of services to large events, we are focused on delivering more sustainable events across our Inizio Medical and Inizio Engage business units.

During 2022, part of Inizio Engage, The Creative Engagement Group (TCEG), became a founding member of Isla. Isla is an independent body established by event professionals and industry leaders to accelerate the transition to a sustainable future. Using the trace carbon measurement platform, TCEG has started to measure the carbon footprint of live events and exhibitions. The aim is to make data-driven recommendations that shape the planning of live events. This is an exciting development for TCEG and we look forward to seeing how this evolves during 2023.

Within Inizio Medical, our colleagues in Nucleus are offering sustainable solutions to help clients run green events, including using eco-banners for presentations and symposium/booth props, sustainable catering options, digital options for reducing printed materials, and engaging with congress organizers, to support delivering sustainable meetings.

➔ Find out more at [weareisla.co.uk](https://weareisla.co.uk)

isla.

## 3

## Enhance energy efficiency within our office buildings

Since the merger to create Inizio, we've made significant changes to our real estate portfolio to ensure it's appropriate and fits the needs of our global workforce. With this work now complete, we'll commence an external review of the energy efficiency of our offices, so we can work with our landlords to minimize our environmental impact.

In addition, our operations and real estate teams will endeavor to select properties that are green certified, as a minimum, BREEAM Excellent accreditation or Gold/Platinum LEED certification.



# Social

We're proud to be continually investing in our people's development and creating an environment where diversity is celebrated, employee wellbeing comes first, and we can make a positive impact on our local communities.

### In this section

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It's time that we progress on our journey to become an employer of choice. The future success of our business relies on recruiting, retaining, and developing the best talent, so we're proud to be putting our people first.

Stephanie Hasenbos-Case,  
Chief Human Resources Officer



# Putting people first

Part of our overall business strategy is “transforming through people”. But we can only achieve that if we become an employer of choice, attracting and retaining the best people. Our Human Resources (HR) team therefore plays a fundamental role, promoting an inclusive and supportive environment where everyone can thrive.

HR is currently on a journey to bring together 11,500 people under one brand, merging systems and introducing common ways of working. It also delivers our Global People Strategy, which aims to ensure we have the right people with the right skills, so we can serve our clients, deliver results, and meet our business goals. The Global People Strategy is intrinsically linked to our Sustainability Strategy, which sets out big ambitions in several employee-related areas, such as talent attraction and retention, wellbeing, learning and development, and DEI.

The team is specifically focused on initiatives that support our goal of being an employer of choice, including competitive and attractive awards programs, delivering pay equity, and offering career development opportunities that allow people to be successful in whatever path they want to take.

Through HR, we're also ensuring we build a culture based on our Commitments (➔ see page 8). These were developed from within the organization and don't just sit on the wall – they're lived by us every day. We're also working to create an environment where all employees from all backgrounds can bring their authentic selves to work, are respected and heard, and are empowered to contribute on our journey to reimagine health.





# An important step on our DEI journey

In 2022 our business units continued to make progress with DEI activities, while at Group level we began the journey towards creating an overarching vision, strategy, and operational structure.

We're focused on nurturing a workplace culture that empowers people to be themselves, to speak up without fear, to experiment and fail, and to apply their unique strengths to our shared purpose of reimagining health.

To create such a culture, we recognize the importance of embedding DEI principles in how we think, act, and lead.

Many business units have continued to make tremendous progress with defined DEI strategies in place, but following the creation of Inizio, we've decided to create an aligned and future-focused Group-level vision and DEI strategy.

To assist us, we enlisted the expertise of Vynamic, part of Inizio Advisory, which has experience of taking our clients on similar journeys. It carried out an extensive review that has so far led us to create our DEI vision and is now helping to shape our strategy and operational structure.

The aim of the vision and strategy is to build trust, engage our people, and produce tangible outcomes for the clients and communities we serve. We know that when people have equitable experiences and feel they belong, they're more emotionally invested in their work. In turn, this helps them to create innovative products and services that stand out in our markets and inspire clients to deepen their engagement with us, building brand loyalty.

## Our DEI vision

It's time to create a diverse, inclusive environment where our people feel valued, empowered, and listened to. This will help us achieve our goal of creating a high-performing culture that inspires new possibilities which will help us achieve our goal to reimagine health.

## Our DEI strategy

We're developing our global DEI strategy and will launch it during 2023. Our aim is to create a framework within which our business units will embed DEI into core talent processes such as recruiting, and develop, and tailor their DEI activities, and define key performance indicators (KPIs) and other targets in line with their local market and circumstances.

Listening, learning, and maturing our DEI thinking is an ongoing and evolving process, which challenges us to be bold and set lofty goals.

## Operational structure

To realize our vision and finalize our DEI strategy, we'll create a new operational structure in 2023, led by a newly appointed Chief Diversity Officer.

This framework will ensure we're aligned on activities across our business units and will foster an environment that promotes DEI initiatives, encourages people to challenge us, and puts DEI and belonging at its core.



# DEI in action

Here's a selection of our business units' activities over the past year.



**Emer Jameson**  
Vice President HR  
for Advisory

- Ran a DEI survey to identify additional focus areas for 2023.
- Educated our people on the importance of different cultural holidays.
- Celebrated key events such as Pride, Ramadan, and Hispanic Heritage Month.
- Ran forums and workshops on topics such as ability, mental health, and unconscious bias.
- Published podcasts, case studies, and white papers on DEI issues and how we've supported clients in this area.
- Held DEI orientation sessions for new starters.
- Developed guidance for leaders on incorporating DEI best practices in their teams.
- Submitted entries for the UK Stonewall Workplace Equality Index and Human Rights Campaign Corporate Equality Index.

**Vynamic**  
Inizio Advisory  
Vynamic, an Inizio Advisory agency, recently published its second DEI report.  
➔ [DEI Report from Vynamic](#)



**Danisa Frentiu**  
Global Vice President  
People and Culture  
for Engage

- Produced a new DEI governance structure, enabling it to create a robust local DEI strategy with actionable goals. This was made possible with the support of Forty1's DEI Centre of Excellence, part of our agency TCEG.



- Developed a global DEI ecosystem and supported the launch of the DEI Council.
- Appointed a DEI lead, who has run a DEI survey to collect data and create actionable targets for 2023.
- Ran internal and external campaigns on Black History Month, International Women's Day, and Pride.



**Karla Anderson**  
Chief Diversity, Equity  
& Inclusion Officer  
for MarComms

- Launched a multi-year global DEI Strategy in January 2022 (following a comprehensive DEI assessment in 2021), which focuses on racial and ethnic diversity, physical and mental disability, and mental health.
- Launched the Executive Leadership Inclusion Council with the Evoke CEO, Group Presidents and senior leaders.
- Published a monthly DEI Culture Collective Newsletter.
- Undertook an Intercultural Development Inventory Assessment and rolled out inclusive leadership training.
- Ran Respect in the Workplace foundational DEI and HR training for all employees.

**evoke** Published Evoke's first annual DEI report. ➔ [evokegroup.com](https://evokegroup.com)



**Naseem Ahmed**  
Global Director of  
Diversity, Equity, and  
Inclusion for Medical

- Appointed a Global Director for DEI.
- Created a new integrated DEI strategy for launch in 2023.
- Developed governance structures to ensure accountability for the DEI strategy.
- Refreshed and realigned Employee Resource Groups across the business unit.
- Provided education and raised awareness on key events and topics including Black History Month, the menopause, and many more.



# Case study: Fighting racial disparities in dermatology

When Janssen Immunology created a pioneering campaign to help patients with darker skin tones get the diagnosis and treatment they need, Ashfield MedComms was there to help make an impact.

In the US, Black and Hispanic patients with skin conditions such as psoriasis and dermatitis are around 50% less likely to use dermatology services than non-Hispanic white patients. They are also much more likely to be misdiagnosed or under-treated for skin conditions than white people. This is often because these conditions can look different on white skin and only a small percentage of images in the medical textbooks doctors learn from feature darker skin tones. In fact, many textbooks fail to include any pictures whatsoever of darker skin.

Faced with these startling facts, Janssen Immunology launched Every Tone is Visible™, a high-profile campaign designed to raise awareness and combat inequality in dermatology care.

To help get its messages across in an engaging way, Janssen Immunology turned to Ashfield MedComms. Endeavoring to represent all skin tones, including darker skin, our communications experts created eye-catching materials and online content featuring hard-hitting facts, alongside an immersive exhibition booth experience with powerful messaging.

The campaign has helped raise awareness in the medical community, and Janssen has pledged to sponsor Skin of Color Society programs, partner with national dermatology societies, and ensure racial diversity in its own clinical trials.

ABOUT INIZIO

ENVIRONMENTAL

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# Learning and talent development

Inizio promotes an organizational culture that supports an inclusive and positive working environment, in which we see our people's performance and development as vitally important for our long-term success.

Talent management and succession planning play a key role in identifying, assessing, developing, and retaining our people.

HR teams across the Group and our businesses are responsible for the talent management and succession planning process, with our business leaders being accountable for the results of these processes.

We encourage our people to use a variety of formal and informal learning interventions, to develop their required knowledge, skills, and attitudes. To assist in this process, we have adopted the 70:20:10 development framework created by the Center for Creative Leadership, which enables our people to learn at and during work, through more than just formal learning. Under this framework:

70%

of employee development occurs within the context of the job. Day-to-day challenges that come with our jobs provide great opportunities to learn and grow on a continual basis.

20%

of employee development comes from coaching and feedback. This can come from our direct managers and peers, as well as anyone we interact with in the organization.

10%

of employee development comes from formal learning and development, such as e-learning or an instructor-led course available through Vita (Inizio's new Learning Management System). Educational assistance and tuition reimbursement are additional options, for our people to develop themselves further.

During 2022, we established a three-year plan to build a world-class learning and development (L&D) and talent function. The main tenets of this strategy are to:

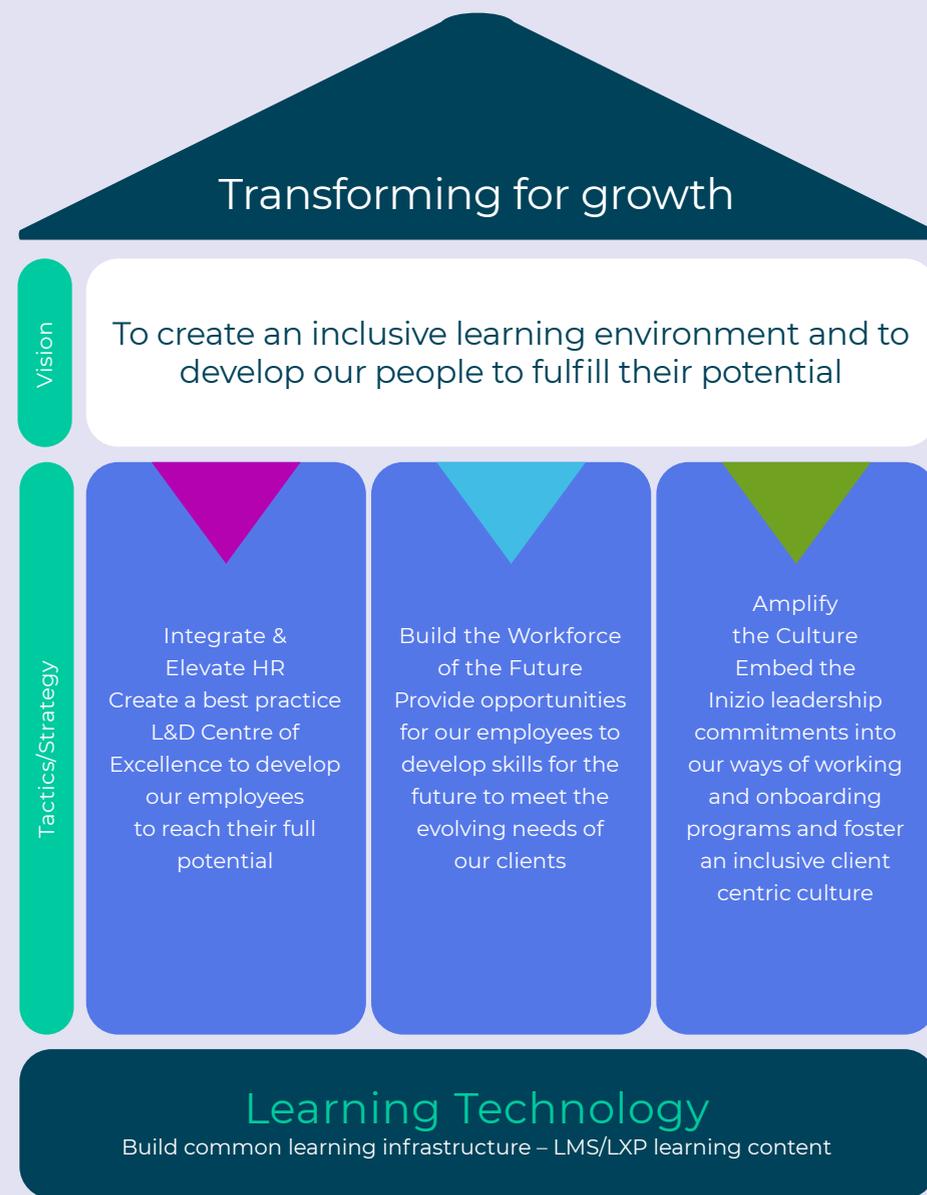
- 1 Establish the foundation
- 2 Stabilize the platform and processes
- 3 Optimize the processes and solutions offered to employees

The key to establishing the right foundation is to move from a disconnected L&D technology landscape across the former Ashfield and Huntsworth businesses, to a standardized and simplified platform. We have done this by introducing a central Learning Management System (LMS), which will make it easier for our employees to access what they need, when they need it. The new LMS was developed throughout 2022 and went live for all Inizio businesses in January 2023, offering 24,000 courses across a range of topics.

## Priority areas 2023

In 2023, our main priorities are to:

- a. Embed the new LMS across all Inizio businesses.
- b. Create a new Inizio "first level leader" program.
- c. Implement a new compliance learning solution (Verify).
- d. Instill the five Inizio Commitments within performance and talent management processes.
- e. Enhance collection of relevant metrics.



## L&D metrics

Completion rate of mandatory training programs: **95.3%**

Global training spend in 2022: **\$6.19m**

Investment per employee: **\$538**

# Protecting our people

## Wellbeing initiatives

We offer a wide range of support and activities to help our people be at their best.

Our employees' wellbeing is incredibly important to us. Supporting their physical health and mental wellbeing is the right thing to do, and we also recognize that when our people are well, they do their best at work and deliver the quality service we're known for.

To help our employees prioritize their wellbeing, we run a range of group-wide activities and encourage business units to adopt their own initiatives.

We also provide employees with a range of L&D courses, including those specifically with a wellbeing focus such as Building Resilience at Work and Wellbeing Strategies.

Set out to the right is an overview of the support we offer:

### Medical

- Access to free counseling.
- Trained mental health first aiders in the UK and US.
- Free subscriptions to a meditation app.
- Time-to-talk sessions; drop-in style.
- Line management training in mental health awareness.
- Step challenges, yoga, and mindfulness sessions.

### Advisory

- Health coaching.
- Subsidized subscriptions to meditation apps.
- Dedicated days throughout the year that allow employees across some of our Advisory agencies to collectively disconnect from work.

### MarComms

- Ad hoc mental health lunch-and-learns, featuring external speakers.
- Subsidized subscriptions to meditation apps.
- Mental Health Recharge Days, to allow employees to disconnect and focus on their personal wellbeing and self-care.

### Engage

- Employee Assistance Program offering all employees 24-hour resources and solutions for challenges they might be facing.
- A range of work-life balance measures, including dynamic and hybrid working and additional personal days, to use when they see fit.
- Learning at Work week, focused on self and emotional wellbeing.



## World Mental Health Day

On 10 October 2022, we celebrated World Mental Health Day and sent out comms to remind everyone of the variety of mental health resources and support available throughout the year. We also promoted the wellbeing benefits of volunteering – a sense of purpose, widening social circles, improved self-esteem, and learning new skills. Related to this, we ran our first Inizio Community Action Day, encouraging our people to take part.

➔ See page 30 to find out more.



## A WellSpace for everyone

Everyone at Inizio is encouraged to use our award-winning website, WellSpace, which features a huge range of resources to support our people's physical, mental, and emotional wellbeing.

➔ Find out more [inziowellspace.com](https://inziowellspace.com)



## Awards



Agency:  
Inizio Engage  
(Canada)  
Award:  
2022 Best  
Workplaces for  
Mental Wellness



Agency:  
TCEG  
Award:  
UK Mind Workplace  
Wellbeing Gold Award



## PROTECTING OUR PEOPLE CONTINUED

## Health and safety

Our employees improve the lives of millions of patients around the world, so ensuring they're safe is a top priority.

Our commitment to employees and everyone affected by our operations is reflected in our Health and Safety Policy, which in turn drives our management system. We're proud to foster a culture where health and safety excellence is valued, enabling open communication and consultation with employees and key stakeholders.

Underpinning that culture are:

- Risk assessments, which give us the foundation for safe activities and drive regular performance monitoring in pursuit of continuous improvement.
- Health and Safety Champions, who come together from across the organization to share information and learnings.
- Health and safety committees and representatives, who enable active engagement with employees and feed back on controls and performance.
- Employee Wellness Programs, which further enhance employee health and wellbeing.

## A common standard for health and safety

We drive health and safety at Inizio by implementing policies, standards, procedures, and processes, and are always looking to sustain and continuously improve our positive health and safety culture.

In Q1 2022, we completed the initial phase of our new corporate Health and Safety Audit Program. In total, we assessed 24 offices across the Group and each division received an audit report as well as a key outcomes review that was attended by the senior leaders.

The program ensures all our businesses are assessed against a common standard. The frequency of re-audit is determined by inherent risk, but we aim to review our businesses every five years. Any corrective actions identified are monitored to closure and contribute to ongoing continuous improvement.

Following the formation of Inizio, we ran a health and safety survey to determine the extent of existing management systems within our newly acquired businesses. This gave us a useful overview and we're now focusing on rolling out new health and safety policies across the organization, supported by a standard management system framework.

Some of the focus areas relating to health and safety over the past year include:

## Hybrid working

The pandemic has continued to influence our health and safety priorities, particularly throughout the earlier part of 2022, with the key focus on arrangements for a safe return to the office and hybrid working.

Most of our businesses have now adopted new ways of working, either on a part- or full-time basis, while always maintaining employee welfare. Agile working and the ability to operate flexibly and safely remain our priorities for the future.





PROTECTING OUR PEOPLE CONTINUED

## Incident reporting

Employees and contractors are required to investigate and report all work-related health and safety incidents and near misses. This ensures early awareness, timely intervention, and improvements.

Our business units report work-related incidents monthly through our reporting system, which was upgraded at the start of 2022. We monitor, benchmark, and highlight trends related to incident performance and use this information to identify areas for improvement.

The accident rates graph below for the businesses (where year-on-year comparable data is available) shows incident data for 2022. The increase in accidents during the month of March was linked to the return of employee commuting to offices or client premises following the relaxation of COVID-19 rules. Inizio management regularly reviews incident trends to ensure that improvements are made where required.

We recognize that recent trends reflect more people working from home during the pandemic, along with the subsequent implementation of hybrid working arrangements.

Notwithstanding, many employees still work at offices or at external premises either with or on behalf of our clients.

### Monthly total accident rates 2022

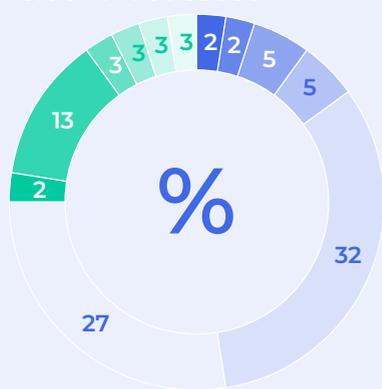
Incidents that involve injury



## Incident reporting continued

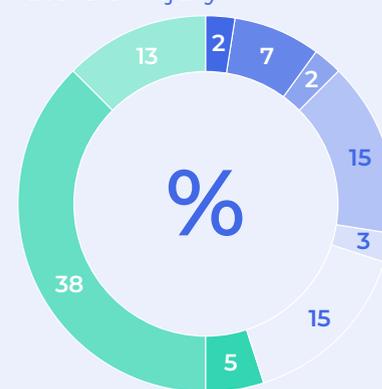
In the year to date, there were no fatalities and a total of 17 lost-time accidents. The majority of incidents were classified either as minor or near miss. The main causes of incidents during the past year are highlighted in the charts below, along with a breakdown of the injury types.

### Incident root cause



Root Cause	No. of incidents
Trapped by something collapsing/overturning	1
Struck by moving vehicle	1
Struck by moving/falling object (not vehicle)	2
Struck against fixed or stationary object	2
Slip, trip or fall on same level	13
Road traffic accident whilst driving for work	11
Injured by animal	1
Handling, lifting, pushing or carrying	5
Fall from height, a structure or object	1
Exposure to chemicals/substances	1
Contact with hot surface, object or liquids	1
Act of violence/Physical assault	1

### Nature of injury



Injury Type	No. of incidents
Burn (heat, cold, electrical or chemical)	1
Concussion	3
Crush Injury	1
Cut, laceration, abrasion, bruise or contusion	6
Eye injury/irritation	1
Fracture or break of bone(s)	6
Poisoning, toxic, noxious, allergen	2
Sprain, strain, whiplash, cartilage, hernia	15
Superficial injuries	5

The top three causes of incident are similar to those in the previous year: slips, trips and falls; road traffic accidents; and manual handling. We continue to make improvements through enhanced driver-safety programs and heightening of health and safety awareness through training and assessment.

We'll maintain our focus on the importance of reporting incidents, including near misses, as this data gives us valuable information on the effectiveness of our risk controls. It also strengthens the safety culture by allowing us to identify potential risks in advance and make improvements.



## TCEG secures safety double gold

TCEG won two gold awards in 2021 at the UK Royal Society for the Prevention of Accidents (RoSPA) Awards.

Around 2,000 organizations from 46 countries entered. Winning a RoSPA Gold Award and a RoSPA Leisure Safety Gold Award is a tremendous achievement. The awards demonstrate TCEG's ongoing commitment to the health, safety, and wellbeing of its people and everyone they work with.

## PROTECTING OUR PEOPLE CONTINUED

## Driver safety

Across Inizio Engage, 80% of the workforce is field-based representing 1,600 company cars and driving 19.5m miles in 10 countries. We also have many employees who drive regularly for work in their own or hired cars, so it's unsurprising that road-related events remain one of the highest causes of incidents. As such, driver safety remains a key priority.



At Inizio, we measure the number of collisions per million miles (cpmm) and the injuries from collisions per million miles (ipmm). Our continued membership of the Network of Employers for Traffic Safety (NETS) allows us to benchmark performance against data shared by the 70 other participating companies. From this we can assess the effectiveness of our driver-safety program and identify best practices to further improve safety.

Our online driver-safety program now extends to fleet car drivers in over 70% of our locations where fleet cars are driven, with the remaining driver population to be included in the near future.

As well as the program, fleet managers from across our regions come together regularly to share best practices and identify opportunities for improvement. During 2022, the safe use and management of hybrid and electric vehicles was a key topic as the number of these vehicles grows in our fleet.

We also revised our Driving for Work Policy, which includes reference to risk assessments associated with non-fleet car driving for work. We'll continue to review opportunities for further driver-safety improvement.

1,600  
fleet cars

19.5m  
miles driven in 2022



## Human rights

Inizio strives to act in accordance with internationally recognized human rights standards, including the European Convention on Human Rights, the International Bill of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, the United Nations Guiding Principles on Business and Human Rights and the International Covenant on Economic, Social and Cultural Rights.

We work to uphold the human rights of our own workforce, our supply chain, our clients, and our communities, and guard against complicity with human rights violations. Our Human Rights Policy sets out our position with respect to human rights and modern slavery and establishes our stance of zero tolerance. Our Human Rights Policy sits alongside our Code of Ethics and Health and Safety Policy. Our Modern Slavery statement details our actions to uphold this Policy.

Although we currently have no unions in place across our workforce, we respect the rights of our employees to form, join, or not join a labor union, or other organization of their choice, and to bargain collectively in support of their mutual interests, without fear of punitive actions such as intimidation, harassment, or termination of employment.





# Community impact

We strive to have a positive impact on the communities we serve and society as a whole. Our people go to extraordinary lengths to volunteer and raise vital funding for community groups and charities. We support these efforts by giving our people time off to give back to their local communities, as well as providing matched funding.

Under the social pillar of our Sustainability Strategy, we have a dedicated community strategy across three areas:

## Our community strategy

1

### Charities of choice

In early 2022, the Executive Council asked our divisional presidents to nominate charities for Inizio to partner with. Following the nominations, the Executive Council chose the following charities:

1. London Autism Group Charity
2. Gemma Services
3. UNICEF

In addition to providing financial support, we've aligned, where possible, our volunteering initiatives with these fantastic charities.

2

### Matched funding

We're very proud of our employees' fundraising achievements and want to continue to support these efforts by offering matched-funding schemes across our business units.

These funds are available to support local charities and community programs nominated by our employees.

3

### Employee volunteering

Our people care deeply about their local communities and are keen to support them financially and donate their time.

To help them, we formally launched our Community Action Day in 2022. We encouraged all employees across the Group to take off a designated day, where practicable, and give back to their local communities by participating in one-off projects.

→ For further details, see page 30



LONDON  
**AUTISM**  
GROUP  
CHARITY

#### London Autism Group Charity

Led by people with autism and allies, this unique charity serves the autistic community of London and surrounding counties. Its goal is to support social inclusion and autism acceptance, improve mental health and wellbeing, and reduce stigma.

→ Find out more at [londonautismgroupcharity.org](https://londonautismgroupcharity.org)

 **gemma** | where  
SERVICES hope  
shines

#### Gemma Services

Serving the greater Philadelphia area, Gemma Services provides education, nurturing, and healing for children, teens, and families facing emotional and behavioral challenges. The charity also offers educational and prevention programs, mental health services in residential and community settings, foster care, and adoption services.

→ Find out more at [gemmaservices.org](https://gemmaservices.org)

**unicef** 

#### UNICEF

UNICEF works in over 190 countries to save children's lives, defend their rights, and help them fulfill their potential. The charity provides food, education, emergency relief, water, sanitation, hygiene, and vaccines, and is also on the ground in Ukraine supporting children and their families.

→ Find out more at [unicef.org](https://unicef.org)



COMMUNITY IMPACT CONTINUED

A vital component of our community strategy is that we enable our business units to build their own relationships with charities of their choice.

On this page is a selection of some of the great charitable initiatives that our business units and their agencies have participated in throughout the year:



Employees in Vynamic volunteered with FoodCycle, which takes away food that would have otherwise been thrown away and creates meals for people experiencing homelessness. The team cooked 90 meals, saving 25kg of food waste, and delivered the meals to St Mungo's shelter in Vauxhall, London.

Vynamic also provided financial support to employees taking part in Choose Your Own Community Adventure program. This program grows each year and supports individuals' passions to engage with their communities.

Colleagues across our Putnam offices participated in employee volunteering days during the summer, in support of various local charities. In addition, as part of Putnam's annual LEAD training, employees had the exciting and unique opportunity to partner with Cheeriodicals to build and deliver 80 boxes of cheer to benefit patients of the Franciscan Children's Hospital in Brighton, MA.



Medistrava established a partnership with UK refugee charity Young Roots to support its outreach and communication efforts, by producing a series of educational videos.

Medistrava and Apothecom encouraged employees to make a positive impact on 18 July to mark Nelson Mandela International Day. Activities included:

- Donating blood.
- Registering as an organ donor.
- Visiting a care home and reading to senior citizens.
- Litter picking in the local community or park.
- Making a hot meal for homeless people.

Employees across Nucleus participated in a range of charitable initiatives in 2022 including fundraising in aid of The Global Foodbanking Network, Macmillan Cancer Support and St. Jude's Children's Research Hospital in Tennessee. All funds raised were matched by Nucleus' matched funding program.



To help celebrate and make the world a little better and brighter, Evoke Kyne hosts a month-long campaign each year called Evoke Some KYNE(dness) which gives their employees up to \$55/£40/€45 to do something that brings a little light, joy, or goodwill to a friend, neighbor, or stranger.

During the year, Evoke Kyne also held a team offsite day of service to support the Bethesda Project which provides emergency shelter, housing, and supportive services for thousands of individuals experiencing homelessness in Philadelphia.

Staff at Evoke Galliard were involved in e-mentoring for the Social Mobility Foundation (SMF). SMF is a charity that aims to make a practical improvement in social mobility for high-achieving young people from low-income backgrounds, for example supporting students with a mentor from their chosen profession.

Staff at Evoke Create participated in Developmental Disabilities Awareness Month (DDAM), helping to bring awareness to the DDAM campaign from the Administration for Community Living and the National Association of Chronic Disease Directors.



Throughout 2022, TCEG has participated in a number of fundraising and volunteering initiatives including collecting funds in support of Breast Cancer Awareness Month, Dementia UK, Macmillan Cancer Support, and World AIDS Day, and employees also completed a 13-mile walk for St Luke's Hospice, Sheffield, UK.

Colleagues across Ashfield Healthcare participated in a range of charity fundraisers during 2022, including fundraising \$4,606 for humanitarian aid in Ukraine.



# Pro bono work

In addition to financial support, we encourage our business units to volunteer their employees' time and skills in support of worthy causes. Here are some examples of our pro bono work:



We're immensely proud to be a part of the effort to shape, deliver, and validate sustainable innovation and behavior-change programs on the world stage.

**Guy Champriss, PhD, Head of Behavioral Science at TCEG**



TCEG, Inizio Engage

## TRANSFORM project

TCEG has partnered with TRANSFORM, a global initiative supporting social entrepreneurs in Africa and South Asia, to deliver products and services that improve the lives of low-income households.

The relationship between TCEG and TRANSFORM started at the beginning of 2022, with its Behavioral Science Unit providing advisory services for several innovative and award-winning social enterprise solutions across Kenya. A key part of TCEG's ESG commitment is to provide its employees with opportunities to give back in many different ways. This partnership enables TCEG employees to contribute a diverse range of consulting, creative, and production skills to positively impact the lives of communities around the world.

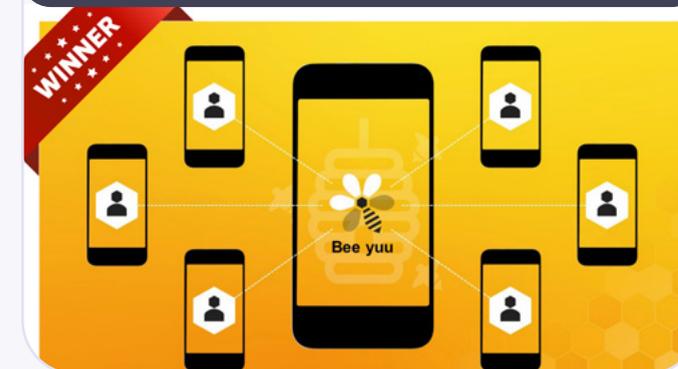


Ashfield Excellence Academy, Inizio Engage

## AstraZeneca Physical Disability & Access to Healthcare Hackathon

Five employees of Ashfield Excellence Academy participated and won AstraZeneca's Physical Disability & Access to Healthcare Hackathon 2022.

The Ashfield Excellence Academy team created the winning solution, by proposing an app-based solution to the loneliness associated with bipolar disorder. The app, "Bee yuu", enables individuals with bipolar disorder to connect with a community and feel supported, so they can be themselves.



PRO BONO WORK CONTINUED



Evoke, Inizio MarComms

**Operation Good Food & Beverages**

Evoke's Multicultural Marketing Centre of Excellence designed Operation Good Food & Beverages (OGF&B): a Black community imperative to challenge the longstanding and unfavorable pattern of food marketing to Black communities. While 70% of all food and beverage advertising promotes unhealthy choices, Black youth are two to three times more likely to be exposed to these messages. This pro bono initiative was built as a youth-inspired food justice movement, utilising key community organizations and influencers to amplify its timely message across the country. For more information, please access the OGBF&B website: [Operation Good Food & Beverages](#)



Our Council on Black Health team has had the privilege of working with Lisa Llewellyn, Andy Bagnall, and the entire talented and dedicated group of Evoke staff who signed on to this pro bono effort... Evoke has put us on a course to success that would never have been possible otherwise.

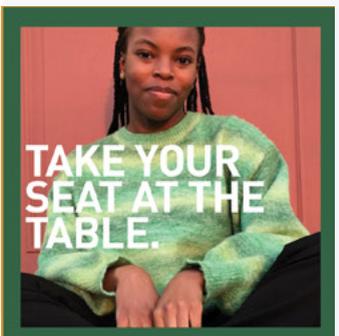
[Shiriki Kumanyika, PhD, MPH,](#)  
[Founding Chair, Council on Black Health](#)



Lisa Llewellyn



Andy Bagnall



Vynamic, Inizio Advisory

**Innovations in Healthcare**

Innovations in Healthcare (IiH) is a non-profit organization hosted by Duke University and founded in 2011. It aims to improve healthcare worldwide by supporting the scale and impact of promising innovations.

A network of innovators is at the heart of Innovations in Healthcare's mission. By operating in over 90 different countries with 100+ innovators, IiH uses new and different approaches to improve access to affordable, quality care for people who need it. To date, a rotating team of almost 50 Vynamic team members have provided pro bono healthcare consulting services support to 18 companies worldwide. Examples of support provided include competitive landscape analysis, marketing strategy, policy and regulatory research, and request for proposal support. Projects are typically broken up into three month 'cohorts', with two to four hours of pro bono support provided each week, per project.



Vynamic is proud to partner with Innovations in Healthcare to help innovative healthcare businesses across the globe implement their solutions more effectively and efficiently in the places that need it most.

[Ryan Hummel,](#)  
[Executive and Head of Providers,](#)  
[Vynamic](#)



# Case study: Inizio Community Action Day

In 2022, we launched our Community Action Day across our organization, giving employees the opportunity to take time away from work and get involved in good causes. On designated days throughout October and November, our employees participated in a number of activities including volunteering at food banks, charity stores, and animal shelters, and taking part in litter picking and community landscaping.

Some of our business units decided to coordinate their volunteering in support of our corporate charities. Inizio Advisory, for example, aligned its day with UNICEF's World Children's Day. In addition to donating funds, employees took part in park clean-ups and collected children's books in several locations worldwide.

Our Engage and MarComms business units supported Gemma Services by visiting its Plymouth campus in Philadelphia. Employees created a harvest-themed

bulletin board and scavenger hunt for students, and learned about Gemma's programs. Our colleagues in Evoke Kyne donated, collected, and bagged food and sanitary items for Gemma Services, and developed a custom creative campaign.

Our employees in Central Functions participated in a number of Group volunteering initiatives across the UK and Ireland, supporting Coram Fields in London, and Leave No Trace in Phoenix Park, St. Anne's City Farm and ASH Animal Rescue Centre.

Following the conclusion of Community Action Day, we issued a questionnaire to elicit feedback from organizers. Based on the responses received, we will implement some changes for 2023 to enable our business units to more easily participate in this worthwhile event.

1,405

employees  
involved

5,582

volunteering  
hours spent

190

community  
projects  
benefited



Participating in Community Action Day was a good reminder that we are part of something bigger and it's important to not lose sight of the value we can bring to the community around us.

Community Action Day participant

Employees from Vynamic participating  
in Inizio Community Action Day





# Governance

Everything we do as a business is built on a strong foundation of good governance. It's a complex area covering a wide range of ever-evolving topics, from ethics and information security to risk management.

### In this section

Overview of our Governance Strategy	32
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It's time to continue reshaping our governance framework to reflect our newly formed organization. This work will support Inizio on our journey to reimagine health.

Martin Morrow,  
Company Secretary





# Overview of our Governance Strategy

Governance is the foundation on which the environmental and social components of sustainability are built.

Having a strong governance framework is a core pillar of our business and our ability to create and maintain our value. We're committed to the highest standards of ethics and corporate governance and aim to continue to build a culture which values openness, accountability, and disclosure.

During 2022, we undertook significant work on our governance framework, which will continue into 2023. Our objective is to create a Group with outstanding governance, which all our stakeholders can trust.

During 2022, we particularly focused on aligning our Group policies and creating Inizio's [Code of Ethics](#), which establishes the behavior we require of all of our people and those who represent us. Inizio's Commitments (see page 5) are integral to the Code. Our Commitments set out how we act and interact, helping to foster the Inizio culture we mutually create.

Our Governance Strategy comprises the following key levers:

## 1 Board and senior management composition

### 1 Board and senior management composition

The board recognizes the importance and benefit of having members with diverse skills, experience, ethnicity, and gender, and the various tenets of diversity will be essential factors in all future board appointments. This approach extends to the Group's senior management and succession planning.

## 2 Executive Council oversight

### 2 The board's role and Executive Council oversight

The board is primarily responsible for the Group's long-term success, governance, and leadership oversight. It approves the Group's strategy and establishes and reviews our corporate governance policy and practice. The board is supported by the Audit, Remuneration, and Sustainability Committees.

The board has delegated responsibility for operational management and execution of the strategy to the Group's Executive Council. The Executive Council is a core governance body, comprising a group of senior executives including the CEO, COO, and CFO, who are responsible for running the business. The Executive Council develops our strategy, manages and controls our operations, and manages risk. The Group Development Director & Head of Group Infrastructure is responsible for all areas of sustainability at an Executive level.

## 3 Business ethics

## 4 Quality

## 5 Information security and data privacy

## 6 Management incentives

### 6 Aligning Executive Council incentives with our strategic sustainability priorities

One of our objectives for 2023 is to further develop our Sustainability KPIs so that, in conjunction with the Remuneration Committee, we can align future incentives for our Executive Council with our strategic Sustainability priorities commencing in 2024.

# Business ethics

In 2022, we launched our [Code of Ethics](#). In addition to establishing the behaviors we expect, it sets out our positions and policies and supports our people when things feel or go wrong.

## Our Code

Our Commitments to each other and our collective culture/s

Our policies and your responsibilities

Ask Yourself when faced with uncertainty

Speak Up when you know or feel things are wrong

[Read our full Code of Ethics document here.](#)

## The Code of Ethics is grounded in our Commitments

The Code empowers everyone to ask “What If?” and “Do the right thing”, by challenging and reporting situations that appear unusual or clearly wrong. Our people are accountable for the Code, our Commitments, and perpetuating our diverse culture. We believe this allows us to better serve our clients, communities, and each other.

For each of the five Commitments, the Code provides guidance for our people on how to promote them. It sets out responsibilities for our people and leaders, and empowers good faith, non-judgmental communication to alleviate challenging situations.

## Anti-bribery and corruption

We conduct our activities openly, honestly, and ethically. We do not condone, under any circumstances, offering, receiving, or facilitating bribes or any form of improper payments, and we always strictly adhere to anti-corruption laws.

Our fundamental integrity standards are the same, no matter where we work or who we’re dealing with. Management at all levels are specifically responsible for ensuring that everyone reporting to them understands and complies with anti-bribery and corruption laws, and our supportive policies and procedures. We expect everyone who works with and for us to complete – satisfactorily and in a timely manner – all anti-bribery and corruption training we assign to them.

We limit the gifts, hospitality, or other business courtesies we provide, and have prohibited our people from offering them to public officials, or for purposes other than developing transparent and honest business relationships. We ask the same of our suppliers, informing them of our policies and practices. We won’t engage with third parties we know or reasonably suspect of engaging in bribery or corruption.



## Ask Yourself, Speak Up and raising awareness

We trust our people to consider unusual circumstances first, either by themselves or with their colleagues. Our Code gives them an “Ask Yourself” methodology to help.

Alternatively, if our people suspect wrongdoing or know that someone has broken a legal, regulatory, or other Code obligation, then they have a responsibility to Speak Up.

When our people Speak Up, we Listen Up: if we receive a confidential report, our dedicated team reviews it, treats it seriously, respects and protects the reporter’s confidentiality, and investigates it thoroughly and professionally. We prohibit any form of retaliation, which results in disciplinary measures up to and including dismissal.

Our compliance training and communications program is the main means by which we remind employees of our Code, Commitments, policies and procedures – particularly as we move to become one business, expand our policies, and reinforce our Commitments.

## Risk assessments

Changes to our businesses, operations, or our commercial environment require us to undertake periodic risk assessments. We are enhancing our approach through a risk identification and mitigation process that we launched in 2022, and which facilitates ongoing assessment.

Some of the risks we identify at a local level are ultimately recorded in our Group Risk Register, particularly those which could affect our ability to achieve our strategic objectives. We also identify macro-level trends that are likely to impact us. Our board determines which risks are most relevant to us and monitors how effectively we mitigate them. For 2022, the board agreed that sustainability risk constituted one of Inizio’s principal risks. More details can be found in our FY2022 Annual Report and Financial Statements.

Risk assessments also help us identify where our internal financial and non-financial audit resources should focus their activities. We operate in regulated industries in 35 countries. Whether we’re on our continuous improvement journey or meeting the audit demands of clients and stakeholders, we want to be always audit ready.





# Quality

We strive to be a company that clients are always proud to partner with, so quality is fundamental to everything we do.

We are committed to maintaining the highest standards while delivering client service requirements and to complying with all legislation requirements and practices relevant to our business services.

Although the world continues to face significant challenges, over the past year our teams have again responded with agility, ensuring the quality of our services was not negatively impacted. Thanks to our commitment, management systems, processes, and standards, we conduct all of our business in a manner that guarantees patient safety and client service quality.

## Quality Management System (QMS)

Inizio's QMS enables consistent and reliable processes, performance review, and continuous improvement. The QMS consists of a number of core elements (see graphic below) and includes governance of the key processes relevant to our services. These processes include:

- Adverse event reporting to support patient safety.
- Compliance with healthcare professional codes of practice.
- Quality performance monitoring to ensure compliance and client satisfaction.

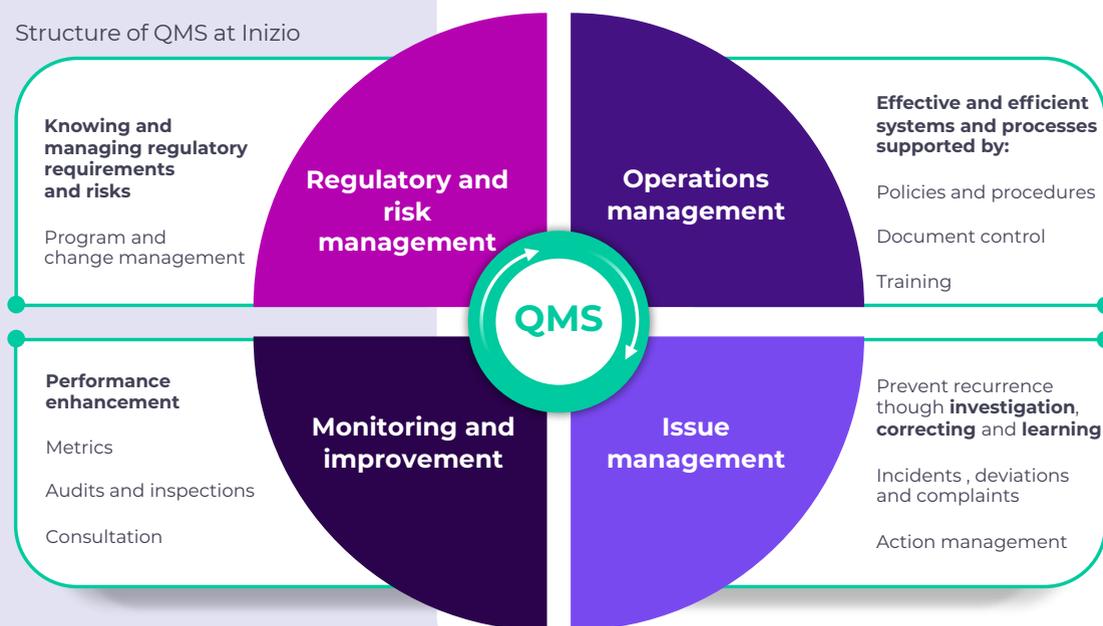
During the first half of 2022, we conducted a survey across the newly formed Inizio organization to determine the extent of existing quality-enabling processes. The learnings from this study will allow us to further develop our QMS framework. The focus now is on developing and rolling out an Inizio Quality Policy, supported by an updated QMS framework standard in early 2023.

The following QMS elements, as shown in the graphic, will apply to all of our businesses:

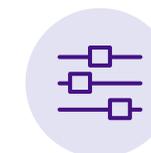
- Regulatory and risk management – knowing and managing regulatory requirements and risks, supported by program and change management.
- Operations management – efficient and effective processes and systems supported by policies, procedures, training, and document and process controls.
- Issue management – preventing recurrence through investigation, correcting, and learning in the case of incidents, deviations, or complaints, all supported by action management.
- Performance monitoring and improvement – enhancements through performance metrics reviews, inspections, and consultations.

Monitoring and continuous improvement are fundamental to our positive quality culture.

Structure of QMS at Inizio



## We're focused on:



Control

Developing and using effective monitoring and control mechanisms for process streamlining and performance.

Using data governance to improve decision-making.

Ensuring the right people are in place to deliver on the compliance and quality mandate.



Culture

Developing a compliance-led quality culture throughout all levels of the organization led from the top.

Actively promoting driving and role modeling a right-first-time approach.

Clearly articulating accountabilities and responsibilities for business deliverables.



Continuous improvement

Using data and risk management methodologies to drive improvement where it is most critical.

Developing expertise in continuous improvement methodology and implementation.

Innovating and sharing best practice, partnering with clients to bring about sustainable improvements.



## QUALITY CONTINUED

**Meeting legal and regulatory obligations**

We take our business responsibilities extremely seriously. We recognize that failure to comply with laws and regulations could result in defective services that cause patient harm, financial penalties, and other negative consequences for our business.

Several of our activities are subject to regulations, either directly or through our clients. Many clients are governed by the US Food and Drug Administration (FDA), the European Medicines Agency (EMA), and other national and global bodies. We also adhere to other relevant regulatory and professional requirements, such as those related to product promotion, nursing support, and healthcare professional compliance.

**A common quality standard**

Many of our teams are subject to regular external quality audits, such as those conducted by regulators, clients, professional associations, and certification bodies. Internal audits ensure our businesses are assessed against a common standard and confirm the effectiveness of our QMS, procedures, processes, and controls.

All regulatory and client quality audits were successful during the past year, continuing a long history of strong performance. Inizio Engage's regulatory audits reported no critical findings during 2022 and a reduction in the number of major observations. All audit findings across our businesses form the basis of quality improvement plans.

**Quality Improvement Initiatives in 2022 and beyond**

Specific improvement focus topics within Inizio businesses in the past year included training, documentation, investigation and action management, vendor and contract management, performance monitoring, and internal audits. Other processes were also undergoing review to identify further potential for efficiency improvements.

We're continuing to roll out systems that support quality, including the validated document and quality record management system used by Inizio Engage. The documentation module was successfully implemented across Engage globally and now its quality team is working on deviation, as well as corrective and preventive action modules. Other Inizio businesses also continue to roll out document management systems and complete associated control documentation and training.

Focus continues on global communication and information-sharing processes relating to quality.





# Information security and data privacy

Data security is at the heart of everything we do. We work with our stakeholders to protect individuals' personal information, which could be about our clients, employees and their families, or our patients.

Our central security and compliance teams operate under our Chief Technology Officer, Chief Information Security Officer, Head of Risk and Compliance, and Data Protection Officer, and are responsible for our group-wide policies and procedures. We support our individual businesses to ensure they have the resourcing and knowledge they need to manage the data in their custody.

## Governance

We distribute security reports bi-weekly to our senior leadership teams, with monthly updates to the Executive Council. Our multiple reporting committees also receive security and privacy updates, including the Audit Committee and the Risk and Controls Committee, which meet on a quarterly basis.

We're redesigning our Group security policies and aligning them with the National Institute of Standards and Technology (NIST) Cybersecurity Framework. To keep pace with the evolving security threat, we're growing our internal security team and working with key security partners to mitigate the threats. We're also extending Cyber Essentials certification across the Group, to meet client expectations.

Our security teams have certifications from organizations such as ISACA and (ISC)<sup>2</sup>. Our security and privacy team have memberships of the Information Security Forum, European Cyber Security Organisation and International Association of Privacy Professionals.

We manage our privacy and data governance program using a class-leading third-party cloud-based solution. This supports a wide range of assessments, including data protection impact assessments, vendor assessments, records of processing, cookie compliance and country assessments.

## Training

We expect every employee to be responsible for the information they process. We have mandatory privacy and security training, support, and updates, to ensure our people have the knowledge to perform their roles, in line with our clients' expectations. Our security awareness platform targets training to our people around the globe, and is translated into many languages. We perform annual phishing testing, tailored for regions and language, supplemented by regular reminders based on the current threat landscape.

We always aim to improve and are currently developing a training platform to continually monitor and assess employees' privacy and security knowledge. We'll be deploying tailored learning and quizzes, to ensure a high standard of understanding.





# Supplementary Information

Aligning our reporting to applicable ESG regulation is high on our agenda. Within this report, we have included our first progress update on compliance with the Task Force on Climate-related Financial Disclosures.

## In this section

Task Force on Climate-related Financial Disclosures (TCFD) Index	38
Forward-looking statement	39





# Task Force on Climate-related Financial Disclosures (TCFD) Index

This index details where information for each of the four TCFD pillars can be located in this report or in our 2022 CDP submission.

Recommended Disclosures	Cross-reference
<b>Governance</b>	
A. Describe the board's oversight of climate-related risks and opportunities.	Governance in action – page 11 Overview of our Governance Strategy – page 32 2022 Climate Change CDP Response (Section C1.1b)
B. Describe management's role in assessing and managing climate-related risks and opportunities.	Our Environmental Strategy – pages 13 to 15 Management incentives – page 32 2022 Climate Change CDP Response (Section C1.2)
<b>Strategy</b>	
A. Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	2022 Climate Change CDP Response (Section 2.3a)
B. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	2022 Climate Change CDP Response (Sections C2.3a, C2.4a)
C. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	No response.
<b>Risk Management</b>	
A. Describe the organization's processes for identifying and assessing climate-related risks.	Our Environmental Strategy – pages 13 to 15 2022 Climate Change CDP Response (Sections C2.1, C2.2)
B. Describe the organization's processes for managing climate-related risks.	2022 Climate Change CDP Response (Sections C2.1, C2.2)
C. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	2022 Climate Change CDP Response (Sections C2.1a, C2.1b, C2.2)
<b>Metrics and Targets</b>	
A. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Our Environmental Strategy – pages 13 to 15 2022 Climate Change CDP Response (Sections C4.1b, C6.10)
B. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	2022 Climate Change CDP Response (Sections C5.2, C6.1, C6.3, C6.5, C7.1 to 6, C10.1)
C. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Our Sustainability pledges – page 8 Our Environmental Strategy – pages 13 to 15 2022 Climate Change CDP Response (Sections C4.1, C4.1b)



# Forward-looking statement

This Sustainability Report includes forward-looking statements that may involve substantial risks and uncertainties. These forward-looking statements are typically identified by terms such as “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “foresee,” “guidance,” “intend,” “likely,” “may,” “plan,” “potential,” “predict,” “probable,” “project,” “seek,” “should,” “will,” and similar expressions. Forward-looking statements in this report may include, but are not limited to: statements regarding Inizio’s carbon emissions, energy consumption, and environmental strategy and targets. Many risks, contingencies and uncertainties could cause actual results to differ materially from Inizio’s forward-looking statements.

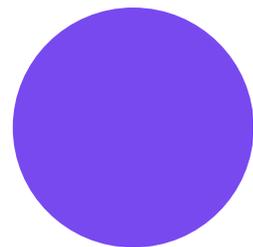
You are cautioned not to place undue reliance on these forward-looking statements. They are based on our management’s current beliefs, expectations, and assumptions and are subject to significant risks and uncertainties that are beyond our ability to predict or control. In making these statements, we rely upon assumptions and analysis based on our experience and perception of historical trends, current conditions and expected future developments, as well as other factors we consider appropriate under the circumstances. We believe these judgments are reasonable, but these statements are not guarantees of any future events or results. Our actual results could differ materially due to a variety of factors, including assumptions not being realized, scientific or technological developments, evolving sustainability strategies, changes in carbon markets, evolving government regulations, our expansion into new services, technologies, and geographic regions, or other changes in circumstances.

The forward-looking statements made in this report relate only to events as of the date on which the statements are made. We undertake no obligation to update any forward-looking statements made in this report to reflect events or circumstances after the date of this report or to reflect new information or the occurrence of unanticipated events, except as required by law.





[www.inizio.health](http://www.inizio.health)



At Inizio, we believe it's time to reimagine health and build a brighter future. It's time to put our people and communities first. It's time to take action to save our climate and build strong foundations for tomorrow. This report represents the first update on how we'll achieve those ambitions, and we look forward to reporting annually on our progress in the years ahead.

Paul Taaffe,  
CEO

