

SUSTAINABILITY REPORT 2023



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ABOUT NASH SQUARED

Nash Squared is the leading global provider of technology and talent solutions.

We're equipped with a unique network, that realises the potential where people and technology meet.



35
years experience



17
countries



£1.3bn
revenues



3,300
colleagues



10,000
solutions delivered



500,000
experts placed



49
offices



6
brands



1
vision:
limitless futures

Our Nash Squared brands



A MESSAGE FROM OUR CEO



Our vision is to build limitless futures

I feel great pride knowing that every year Nash Squared supports hundreds of companies on their digital transformation journeys and helps the careers of tens of thousands of technology experts across the world. In doing so we also help to contribute to technological advancements which play a critical role in sustainability whether that is through our technology solutions business or by supporting organisations with their hiring needs.

We also recognise the important role we take in society and the communities in which we operate. This is something we take seriously which is why we are focused on putting in place actions which support long-term, sustainable change. I was delighted that in the last year in the UK we have worked closely with UK government to help develop a new educational qualification to build a pipeline of cyber talent via the next generation.

In this report we outline some of the things we are doing to make positive steps we are taking to make progress. We talk about how we are working to reduce our carbon footprint, how we are supporting the wellbeing of not just our colleagues but all those we are connected to and how we are helping to build an inclusive culture. To ensure we follow a clear structure we align our plans with the UN Sustainability Goals:



We recognise this journey is not completed in one year, but through continuous collaboration, innovation and actions we can positively contribute to the social, economic and environmental elements of sustainability.

Welcome to our Sustainability Report.

Bev White

OUR VALUES

As a technology and talent business we have a core set of values which help to connect our colleagues and provide a common purpose. They are our guiding principles and our fundamental beliefs which set us apart from other employers; they describe how we see ourselves.

Entrepreneurial

We are courageous, we challenge ideas, we pursue excellence in all we do. We are ambitious, we are innovators and we are change agents.

Open

We are consistently honest, open and straight forward. By doing so we remove barriers and focus on the right outcomes.

Human

We trust, respect and care for one another and those around us. It is our ability to connect and to understand the value each person brings that makes us special.

Hungry

We constantly strive to identify opportunities, deliver outstanding results and inspire others.

Collaborative

We believe in the power of working together. We listen and evolve together by utilising our expertise to produce exceptional outcomes.



ENVIRONMENT



ENVIRONMENT

Our Responsibility for the Environment

Climate change is one of the most significant challenges facing the planet. At Nash Squared, we are committed to making a positive environmental contribution and recognise our responsibility to ensure a bright future for the next generation.

We recognise we have an important role to play in achieving environmental sustainability through targeted actions in our organisation and wider value chain. We are determined to lead the way and be part of the solution.

With this in mind we have set ambitious targets to become carbon net zero by 2030 across our operational carbon footprint (scope 1 and 2 emissions) and carbon net zero by 2050 across our entire value chain carbon (including scope 3 emissions).

Our Carbon Reduction Pathway

Our pathway to net zero will be guided by the four steps outlined in our Carbon Reduction Plan:

Review	assess and improve processes, tools and systems for carbon emission data collection
Reduce	implement energy and carbon reduction and efficiency measures to reduce energy demand
Renew	identify and implement measures to increase generation and use of renewable energy
Rebalance	offset the remaining balance of carbon following reduce and renew measures (with restrictions)

Scope 1-3 Emissions

Scope 1 covers direct emissions from owned or controlled sources.

Scope 2 covers indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company.

Scope 3 includes all other indirect emissions that occur in a company's value chain.

There are a number of milestones on this pathway which will guide our journey:

2023



Improved data capture
Incorporate net zero management into current management systems
Agree offsetting strategy for the organisation

2030



Zero scope 1 & 2 carbon emissions

2040




Advanced engagement with value chain providers on carbon reduction

2050



Net zero carbon emissions for scope 1, 2 & 3



CASE STUDY: Moving to Electric Vehicles in the UK

In the UK the group have launched an electric car scheme in support of more sustainable personal and business travel in place of conventional petrol or diesel schemes. This is an important transition away from fossil fuels and supports our net zero strategy.

Providing such a scheme brings benefits to employees and group such as:

Environmental benefits

- Electric vehicles reduce air pollution and greenhouse gas emissions compared to a petrol or diesel equivalent. Promoting the use of electric cars through such a scheme helps our contribution towards climate change, improving air quality and reducing the dependence on fossil fuels
- Reducing our carbon footprint due to the reduced CO2 emissions that electric cars produce versus petrol and diesel cars

Technological advancements

- Electric cars provide more driver-focused technology to keep the driver rested and situationally aware helping to minimise any mishaps

Cost savings

- Most electric cars can improve and reduce operating costs. Electricity is generally cheaper than fossil fuels and recharging is becoming increasingly easier with the provision of more charging stations alongside fossil fuel alternatives
- Electric car service intervals are also less frequent due to the limited nature of moving parts and systems, reducing service and maintenance costs



CASE STUDY:

Measurement of Global Travel Data

Across the business there are varying travel demands and differences in booking behaviour and data capture. To streamline this and its group reporting, Nash Squared has contracted with and is currently implementing a global travel platform with primary aims of achieving:

Enhanced travel visibility and reporting

- Greater visibility into travel activities with comprehensive reporting and analytics supporting travel choices, cost optimisation, policy improvements and leverage with suppliers
- Capturing data points across air, rail and hotels to allow for reporting on carbon emissions and wider management and education on sustainable travel choices

Duty of care and risk management

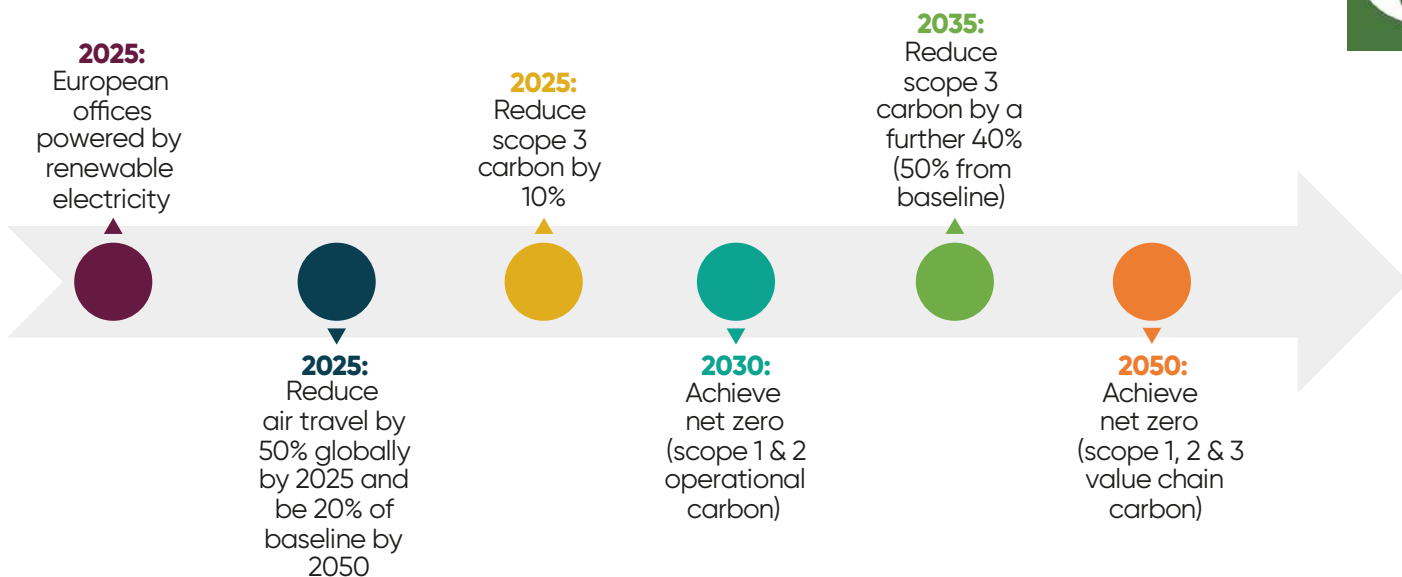
- To support the safety and wellbeing of employees including real-time visuals of traveller plans and 24/7 customer service support

Policy compliance

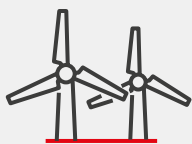
- Group management can control, amend and add travel policy controls centrally to ensure that traveller choice reflects the ambitions and requirements of the organisation with active management and compliance

The data captured in a year can be used to assess, educate and influence better travel choices for future travel and allows us to address a better approach to all travel patterns.

OUR OBJECTIVES FOR CARBON REDUCTION



The objectives set out above can only be met if there is a concerted effort across the business to achieve them. To coordinate this effort we will focus on three main aspects: Energy and Fuel, Travel and Commuting, and Purchasing and Investment.



Energy and fuel consumption

Reduction through maintenance and investment, and through policy and procurement decisions

We will work to reduce our energy consumption, using renewable energy sources where possible and low-carbon suppliers



Travel and working choices

Through education, policy, strategy and organisational changes, make the shift to low-impact working practices

We will reduce non-essential business travel, especially air travel. This will be achieved by implementing revised policies and procedures, and making use of technology for international meetings



Purchasing and investment

Using climate as a deciding factor in decisions from pension providers to paper suppliers

We are committed to working with suppliers who comply with our Supplier Code of Conduct. As part of this commitment, it is important that our suppliers operate in an environmentally friendly and sustainable manner. This includes meeting all relevant national and regional legislative requirements to reduce carbon emissions and responsibly manage waste disposal, with a strong emphasis on recycling whenever feasible



PROGRESS AGAINST THE PLAN

2025: All European offices powered by renewable electricity

At the point of energy and lease contract renewal, preference is being given to renewable energy options. Following this approach 56% of our European offices are now supplied by renewable energy.

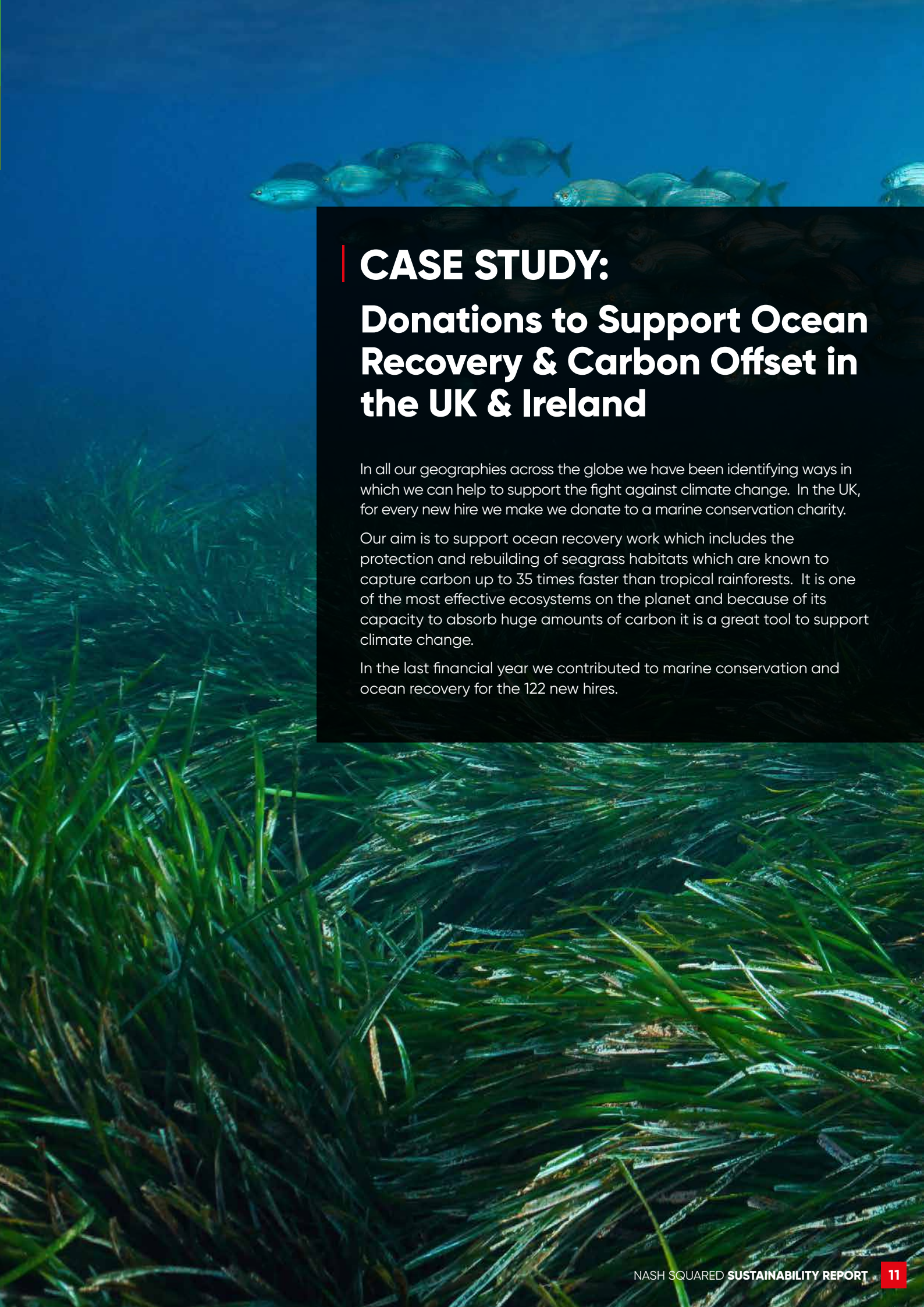
2025: Reduce air travel by 50% globally by 2025 and be 20% of baseline by 2050*

The completion of the global travel system installation this year will allow us to accurately measure carbon from travel, empowering the group to design and implement policy to achieve the 2025 target.

2025: Reduce scope 3 carbon by 10%

During the year we hired our first Group Procurement Manager. This investment enables us to take positive action across our supply chain, giving preference to low-carbon suppliers as part of overall procurement policy.

* Baseline is the year ended 31st January 2020. To take into account the growth of the company, performance will be measured as a % of revenue vs the baseline year.



CASE STUDY:

Donations to Support Ocean Recovery & Carbon Offset in the UK & Ireland

In all our geographies across the globe we have been identifying ways in which we can help to support the fight against climate change. In the UK, for every new hire we make we donate to a marine conservation charity.

Our aim is to support ocean recovery work which includes the protection and rebuilding of seagrass habitats which are known to capture carbon up to 35 times faster than tropical rainforests. It is one of the most effective ecosystems on the planet and because of its capacity to absorb huge amounts of carbon it is a great tool to support climate change.

In the last financial year we contributed to marine conservation and ocean recovery for the 122 new hires.



3 GOOD HEALTH AND WELL-BEING



5 GENDER EQUALITY



10 REDUCED INEQUALITIES



8 DECENT WORK AND ECONOMIC GROWTH



DELIVERING A POSITIVE SOCIAL IMPACT



DELIVERING A POSITIVE SOCIAL IMPACT

At Nash Squared we are focused on ensuring that we deliver a positive social impact through our actions to support our employees, the work we do with clients every day and through our actions with local communities. We know this puts us in a privileged position because we can help to build limitless futures by bringing together great people and technology with a deep reach into society. We will use our position to make a sustainable impact. There will be no 'box-ticking' here, we will not be satisfied with anything less than permanent momentum.

We will use our position to deliver:

A positive impact on inclusion in the technology sector. Using our actions and our voice as a force for good

Access to wellbeing which benefits our colleagues, our clients, our candidates, our contractors and our connections

Impact through the work we do with charities, not for profits and society

There are many challenges such as technology evolving, market trends changing, a well-documented skilled talent shortage, continued and potential further impact on pay gaps due to gender or ethnicity. Our [Digital Leadership Report](#) provides us with insight into the experiences of many organisations and we use this insight to help continue our transformation through a structured and considered approach to Diversity, Equality and Inclusion (D,E&I), wellbeing and our work with local communities.

We build partnerships with purpose, we are focused on achieving sustainable change and we remain committed to our goals. To support our aims to deliver social value we align to the UN Sustainable Development Goals.

Our partnerships, recognitions and affiliations:

Whilst the People team are internally helping us to keep moving and making changes which impact our colleagues, candidates and clients we also work with partner organisations in order to learn from experts how we can keep moving forward in our journey.



DIVERSITY, EQUALITY & INCLUSION

Diversity, Equality and Inclusion is one of the three main pillars of the People Strategy. We want to enable an environment where **diversity, equality and inclusion** is an integral part of our culture. When people feel included and have a sense of belonging at their places of work, they are more productive, better team players and make a greater contribution. It will be no surprise that this translates into positive financial impact for businesses. We take our responsibility in enabling a safe workplace for all seriously and we actively continue to evolve what we do ensuring that we frequently listen to feedback from our colleagues. Our Global D,E&I strategy was designed working with our colleagues and our Global Diversity and Inclusion (D&I) Council which we formed in October 2020.

At a **global level** we report on, and have a strategy to improve gender equality. We are supported by our Global D&I Council. We have delivered Inclusive Leadership training to our Board, Executive Committee and Senior Management Team. We have launched new global policies such as Dignity at Work policy and the Code of Conduct and provided access to manager and employee D&I training on Nash Academy, our learning hub. We use our engagement survey to measure our performance, and in March 2023, the Inclusion and Diversity question was the highest scoring outcome for the sixth time with a score of 8.4.

At a **local level**, our leaders and their HR Business Partners work to identify other actions which contribute to an inclusive workplace. Actions have included: ensuring we have balanced shortlists for senior roles, working with partners and local communities to hire diverse teams, education and local training.

Diversity, Equality & Inclusion Strategy



Talent acquisition & development

We will continue to build a team of world-class, diverse talent, eliminating bias at every stage of the recruitment process and investing in developing all of our talents.



Inclusive leadership

We will inspire our senior leaders to deliver our purpose and live our values, ensuring that Nash Squared's leadership culture has diversity and inclusion at its core.



Minority groups

We will define a plan to actively support and promote minority groups.



Colleague engagement & culture

We will use our data and key business metrics to drive and embed ambitious diversity and inclusion standards across Nash Squared.

DIVERSITY, EQUALITY & INCLUSION

Nash Squared’s Global D,E&I strategy is a reflection of the insight and feedback gathered within our business through four very important streams which help us to ensure our culture fosters inclusion:

- Our Global D&I Council
- Our four Employee Resource Groups
- Our Engagement Survey – HIVE
- Our HR colleagues.

Our **Global D&I Council** formed in October 2020 and its mission is to promote and foster a culture of diversity, equality and inclusion across our business. It helps drive awareness and education, establish policies and practices as well as providing guidance and support for the four Employee Resource Groups at Nash Squared.

Our Global Employee Resource Groups



ethNASHity has for a mission to increase representation, visibility and awareness of our ethnic minority employees at Nash Squared by creating a supportive network for them as well as a sense of community and belonging.



NASHpride focuses on supporting and advocating for the needs and interests of our LGBTQIA+ population at Nash Squared, as well as educating and celebrating.



NASHability is our most recent employee resource group. It will help raise awareness about disability-related issues, challenges and opportunities.



wo+men@NASH has for a mission to raise awareness about gender-related issues and to educate employees on topics such as gender equality, intersectionality and creating a workplace where all employees can thrive, regardless of their gender identity.

CASE STUDY: Sharing Culture Through Food

ethNASHity Cookbook: Life on a Plate

The Nash Squared cookbook was the idea of the Employee Resource Group – **ethNASHity**. This book isn't just a collection of recipes, it is a delicious journey into our shared heritage and unique cultures. The network members have been working very hard for the last 12 months to connect with colleagues and successfully launched Life on a Plate in April 2023, which features 36 recipes from countries such as the US, Belgium, UK, Vietnam, Dublin, Poland, India, Netherlands, Germany and Australia.

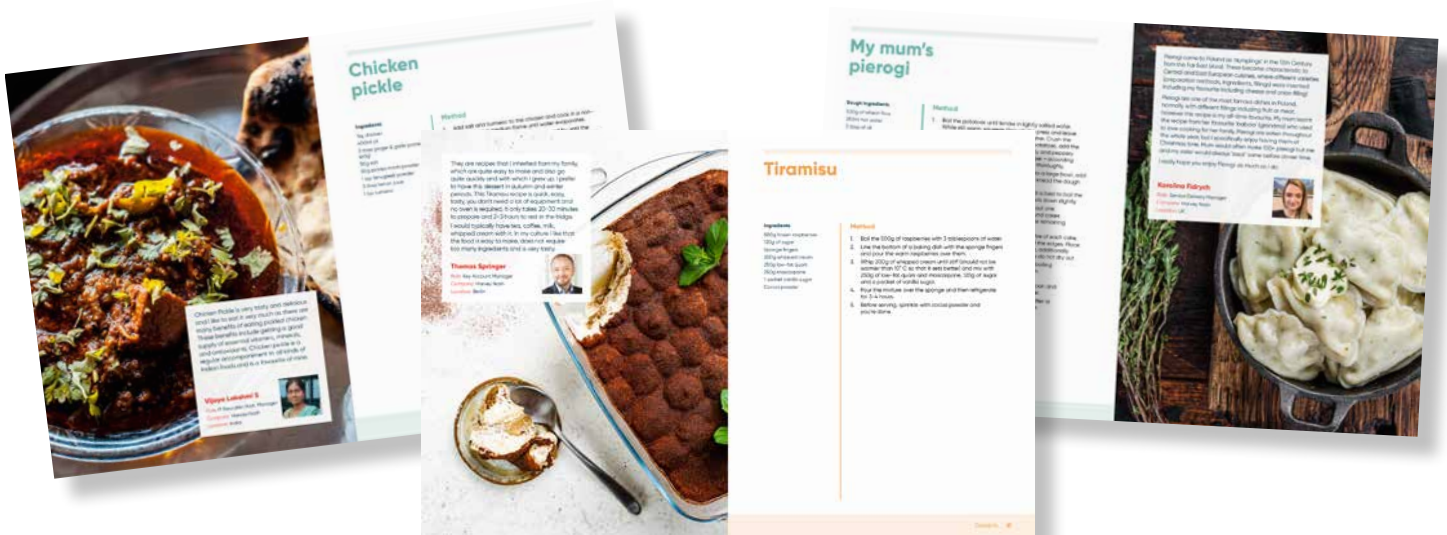
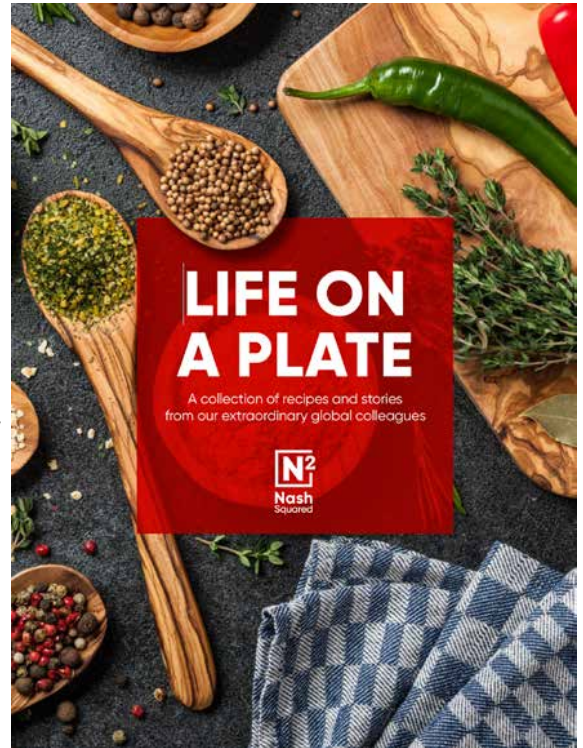
Life on a Plate allows our colleagues to use their recipes to tell a story, to share a glimpse into where we come from, and the cookbook is exactly about that. It's a gastronomic map, a culinary exploration that brings our colleagues closer to each other through food. Food plays a significant role in shaping cultural differences as it's a reflection of their history, geography, religion, traditions and values. Food connects individuals to memories, to their hometowns or countries and to their cultural heritage. The ERG wanted to be able to bring our cultural and ethnic differences to more people sharing with it the stories as to why there are some recipes that connect us back to our roots, to our heritage and are reminders of home. Each recipe is shared by our colleagues and comes with a short introduction to show what it means to them. Connecting us to each other and our experiences.

The beauty of having a diverse workforce lies in the richness and depth it brings to our organisation. Having a multicultural workforce like ours, helps create a platform for cultural exchange and learning where employees from different cultures can share their traditions, customs and perspectives with one another. This is how **Life on a Plate** was born.

It's a space where we can appreciate each other's uniqueness via our love for food.

This book is a big milestone for us as an inclusive business focusing on overcoming barriers, boundaries and reducing inequalities as well as providing a more inclusive workplace for marginalised groups. We want to share our stories.

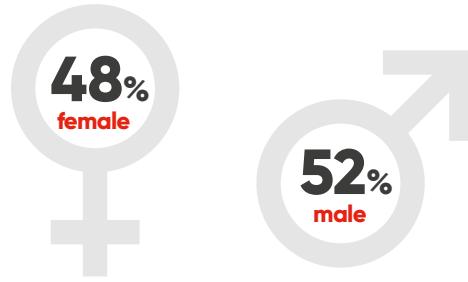
Life on a Plate is hosted on our **Wellbeing Hub** where everyone can easily access it. The book is available for everyone who is interested in learning more about our people, whether clients, friends or family.



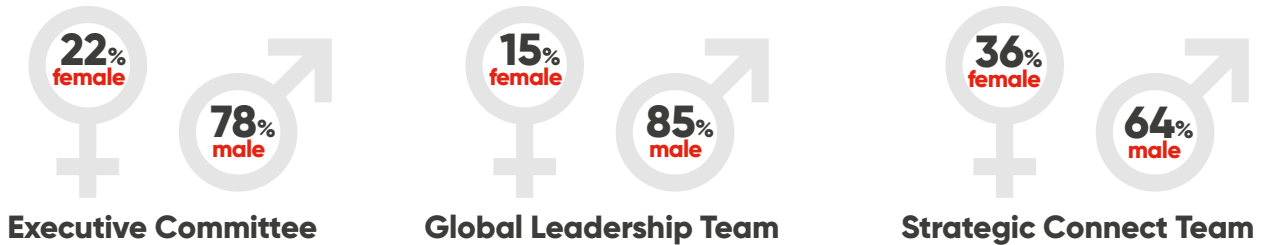
[Download your copy of the cookbook here](#)

HOW ARE WE PERFORMING?

Total Organisation Gender Split



Gender Split: Senior Teams



Data: January (End of year FY23)

Reporting on progress globally

Whilst we measure and track actions on a local level the metric we report on globally is our gender split with a key focus on representation at the following levels:

- Executive Committee
- Global Leadership Team: Our most senior leaders who work closely with the Executive Committee to move the Global Strategy forward
- Strategic Connect Team: Our senior leaders who play a key role in delivering on local or brand-led strategic plans. They also help us to connect and share best practices to help us to accelerate our growth

The data set we are reporting is FY23 (31st January 2022 – 31st January 2023).

Key Resources

[Modern Slavery Statement | Nash Squared](#)

[Equality, Diversity & Inclusion | Nash Squared](#)



CASE STUDY: #YouEqualTech

#YouEqualTech powered by Spinks

#YouEqualTech is an evolution of over 10 years' research into gender diversity in the technology and digital industry. We've published market-leading surveys in partnership with Computer Weekly and hosted numerous thought leadership events, attended by industry professionals from C-level to junior developers. We know the diversity challenges the industry is facing and developed an understanding of how we can make positive changes and developments to the industry, advising our clients on the landscape of the technology workforce, teams and culture.

#YouEqualTech is for everyone.

We have created a place for business leaders, tech professionals, students, teachers and parents to view advice on how they can take steps towards creating a more inclusive technology industry.

We collaborate to share insights to help achieve diversity and inclusion.

Collaboration and knowledge sharing are key to achieving diversity and inclusion. We work with partners to create content on key action point areas that we have identified in our research of the tech community.

We host tech community meetups.

In early 2017, we launched a series of meetups aiming to drive positive change in the tech industry. We partner with a progressive UK tech organisation to explore a meaningful and relevant theme.

Over the years we've explored what it means to build a truly inclusive culture; we've heard the inspiring stories of various tech leaders and tech founders – in addition to how we can all begin to get comfortable with imposter syndrome and promote mental health in the workplace.

We aim to dispel common misconceptions of what a career in tech looks like, by shining a light on diverse role models and highlighting the potential for positive social change that a career in tech can provide. Our goals are to educate, inspire and empower our community through providing the opportunity to share experiences and information on what works – in an open and collaborative format; as well as providing access to role models and opportunities to connect with like-minded people.

Our meetups are a healthy mix of tech and non-tech people with one thing in common: they are interested in learning from tech leaders who have 'been there and done it', built successful businesses, or are leading the way in technology.

Each time we meet we ensure we're providing actionable tips, tricks and hacks for navigating the technology industry – so you can immediately begin to create changes in your own life and career.



**#YOU
EQUAL
TECH**



spinks



WELLBEING



In an increasingly connected world, it is crucial that we provide tools and resources that support the wellbeing of our employees. In 2021 we built our Wellbeing Hub: Helping you find the right balance | Nash Squared Wellbeing Hub

The hub serves as a centralised resource for employees to access information, tools and support related to their physical, mental and financial wellbeing. It includes content such as:

- Fitness and yoga classes
- Guidance to support health
- Hints and tips on sleep
- Advice and guidance on stretching
- Pregnancy safe workouts
- Recipes including access to our Nash Squared Cookbook

The Wellbeing Hub is updated monthly with new content including videos, blogs and guides. Content is created working with external partners and our colleagues who actively contribute to content.

In order to do more, we make the tool accessible to all. This is because we want to have a positive impact on all our colleagues, candidates, clients and connections:

- **Contractors:** We want to provide our contractor community with access to wellbeing resources.
- **Candidates:** The resources may prove useful whilst people are looking for work or they may help them through the process of looking for a new role – using our relaxation tools, financial wellbeing advice etc...
- **Clients:** Not all our clients will have access to health and wellbeing tools or they may not have the budget which is why we encourage them to use our hub.
- **Connections:** If we can impact one person we are making a difference (of course we would like to help many more). This is why anyone can use the hub.

How often we communicate:

Every third Friday of the month we add new content covering:

- **Mental wellness** – including mindfulness videos
- **Physical wellbeing** – including workouts and yoga classes
- **Financial wellbeing** – advice for healthy finances

[Nash Squared Wellbeing Hub ▶](#)

SUPPORTING OUR LOCAL COMMUNITIES

As a global employer we believe in supporting communities within the regions we operate and we do this in a number of ways.

- Through initiatives which help to deliver **sustainable employment**: working with local schools and through partnerships with organisations which help people to find employment opportunities or to develop new skills.
- **Mentoring programmes** via local connections or partner organisations.
- **Volunteering or fundraising**: We actively encourage our colleagues to identify opportunities to support local charities and not-for-profits via volunteering or fundraising. We give every person one volunteering day per year so they can play their part.



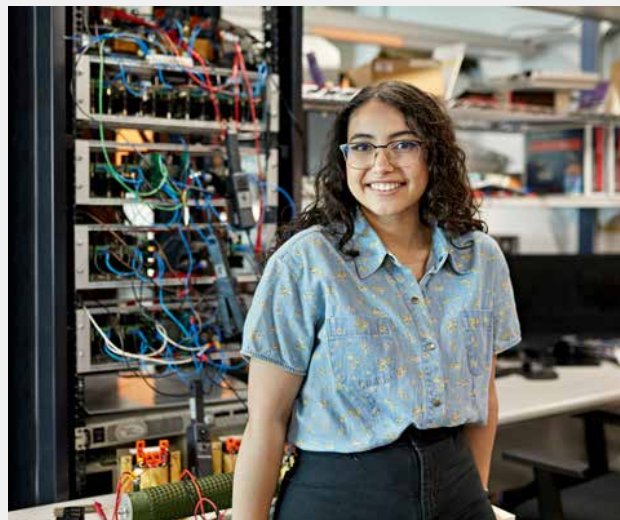
CASE STUDY: Impacting future roles in tech

Nash Squared works with the Department for Education to skill up young people to take on hackers.

During 2023 Nash Squared has been working with NCFE and the Department for Education to create a new qualification that will be offered to pupils at schools and colleges.

Experts from Nash Squared's global network of companies worked as part of the qualification's Technical Education Advisory Board to deliver the cyber security 'pathway' of the Digital Support Services T Level, a two-year post-16 qualification which combines academic study with on-the-job learning during a practical industry placement.

The new course will equip the workforce of the future to combat hacking and protect the UK's national infrastructure and largest companies from cyber-attacks.





USING OUR KNOWLEDGE TO EDUCATE OTHERS

CASE STUDY: NashTech

About

"I can be my best when I help you be your best – Ubuntu!" Spreading the wings of knowledge across the community is one of the best forms of contribution as it enables and empowers others, thereby developing the skillsets through others' lenses. Knowledge contributions also strengthen the organisation's brand by enhancing awareness.

Challenge

The technology ecosystem is very dynamic and inventive. New updates, complex APIs, customised environments, releases and new versions are launched regularly in the IT space. In order for the organisation and engineers to be well-acquainted with the updated technology and be efficient, it is important that the learning resources are readily available for reference and use.

Solution

Under the umbrella of the 'Knowledge Contribution' initiative, aimed to enable and empower the community of engineers, a strategic approach was designed to expand the knowledge wings in the forms of writing blogs, open-source contributions, writing technical books, developing accelerated templates, and hosting webinars and conferences. Interestingly, four technical sessions are facilitated by our engineers (KnoIX), in collaboration with our technology heads, every Friday; and anyone across the globe can participate. The recordings of these technical sessions are uploaded to the organisation's YouTube channel as well as to the LinkedIn account for everyone's reference and use.

Impact story

A lot of engineers globally have been using our resources and contributions globally. These contributions, especially the blogs, have helped many of our existing engineers offer innovative tech solutions to our clients. Our online course offerings have gained 6K+ enrolled engineers who have invested more than 248 learning hours.

Blogs:

Total Blogs on Platform	4856
Total Blogs (2022)	1288
Visitors (2022)	1.66 mil
Views (2022)	3 mil

NashKnoIX (KnoIX and Webinars) – YouTube Channel:

Subscribers	2.71k
Total Session Videos	771
Total Views	460,244

Open Source:

Contributions (Overall)	565
Contributions (2022)	407

Accelerated Templates:

Contributions (Overall)	2044
Contributions (2022)	1273
Downloads	2435

[NashKnoIX - YouTube ▶](#)

[NashTechGlobal Blog - NashTech Insights ▶](#)



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