

# kenv



Powered by  
**purpose**

Impact Report 2025



# Now a certified force for good

In 2025 we joined the Certified B Corp community – businesses reshaping the economy to serve the many, not the few

Kerv was built with a different agenda; people and customers first. Since beginning our B Corp journey in 2023, we've deepened that commitment, extending it beyond what's good for business, to what's good for society and the planet.

We don't see B Corp as a badge, but a daily choice; to do what's right, not what's easy.

We believe technology can and should drive positive change. And by partnering with purpose-led organisations, we aim to prove that impact and performance are stronger together.

We invite you to join us; to build a future where growth and good are one and the same.



# Contents

## Introduction

- 05 Mission
- 06 A letter from our founders
- 07 2025 impact highlights
- 08 Network for change
- 09 Architecture of impact

## 10 Health, wellbeing & communities

- 11 BelEve: shaping the curve
- 12 Work, meet purpose #1
- 14 Our kervers, our strength #2
- 15 Still a great place to work
- 17 Where communities meet #3
- 18 Learning kerv

## 20 Products, services & partnerships

- 21 The modern non-profit platform
- 22 Partnering for more #4
- 23 IIC: investing where it matters
- 24 Customer's goals #5
- 25 Impact with the retail trust
- 26 Sustainable service design
- 27 Supporting the most vulnerable #6
- 28 Our philanthropy council

## 29 Diversity, equity, inclusion & belonging

- 30 Data driven decision-making
- 31 Alleviating inequalities #7 & #8
- 33 Networks @kerv #9
- 34 Understanding the (gender pay) gap
- 35 Inspiring women

## 36 Climate action

- 37 Net zero #10
- 38 Understanding our emissions
- 39 Science-based realities
- 40 Change through literacy #11
- 41 Scope 3 green engineering
- 42 A climate collective #12

## 43 Governance for good

- 44 B corp certification #13
- 45 An epic (governance) journey
- 46 Leading transparently #14
- 47 Progress, through process
- 48 Speak-up @kerv
- 49 Measuring What Matters #15
- 50 Trust, in Partners

## Appendices

- A Onward: manifesto v3 52
- B Emissions methodology 53
- C Assessment Scope 54

kerv



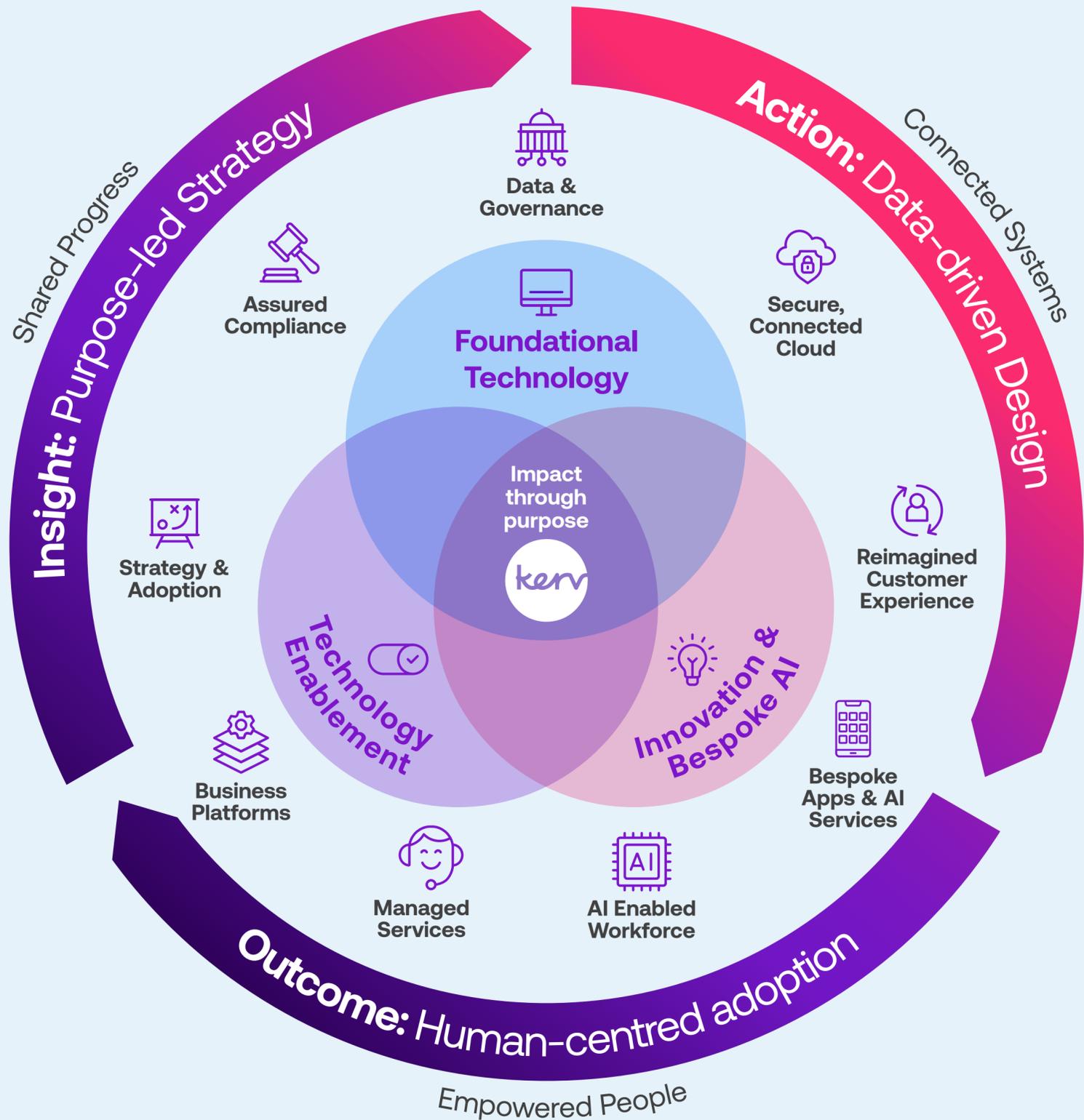
**818**  
kervers delivering  
on our mission



**790**  
customers



**£109.4m**  
total revenue



# Your mission, is *our* mission

From purpose to progress, by design

We use advanced technology to build people-first solutions, designed to deliver measurable outcomes for our customers

We align strategy, systems, and adoption to deliver digital transformation with lasting change — the kind that makes organisations more resilient, products more performant, and technology work better for the communities they serve.

We seek to maximise value by building on what already works, stay purpose-driven by aligning every goal with a clear intent, and deliver lasting progress by starting small and evolving fast.

# Introduction

Welcome to our third impact report, reflecting another year of positive change at Kerv. Inside, we share honest insights into how we're creating impact, tracking our progress towards our sustainability manifesto and its key objectives. We're sharing our journey openly, to inspire others of the possibilities when people and purpose align.



**Kervers:** we welcome you to celebrate the real-world impact of your work, putting our values into action.



**Customers:** see how a partnership with Kerv is about more than technology.



**Suppliers:** we invite you to learn about the bold ambitions we're working towards, and how you can be part of this change.



**New to Kerv:** find out about who we really are and the mission that drives us forward.

## Using this report

To jump to another section, click the section title in the panel on the right hand side of the page



Click the home button to return to the Contents page



## A letter from our co-founders

At Kerv, our ambition has always been simple - to use technology to make a positive impact.

It's more than just a mission statement; it's our reason for being. It shapes every decision we make and every partnership we build.

In a year where many organisations slowed their sustainability efforts, we chose to accelerate ours. We continued to invest in the systems, people and ideas that move us closer to the kind of business we want to be.

This included welcoming two great new companies into the Kerv family; **netwrx** (deepening our wireless capability) and **Inclper** (expanding our Dynamics ERP reach) - each brings unique strengths, insights, and people, that make us stronger together.

It's no surprise that the moments we're most grateful for, are all about our people. We wouldn't be sharing this report without the incredible Kervers who drive our mission forward every day - it's their tenacity and integrity which make our company a truly Great Place To Work.

Achieving B Corp is a significant step forward for our sustainability programme. The journey to certification hasn't been linear, but each step - forward, and backward - brought us closer to being the responsible business we are today.

We're grateful to now be part of something bigger, aiming to drive profound change beyond the boundaries of our organisation. To once again improve our definition of success, as through our customers it's clear; demand for business with impact has never been stronger.

As we step into the next chapter, we're focussed on scale - how we amplify our positive impact through stronger partnerships, smarter systems, and shared accountability.

Our goal is clear; to prove what long-term, values-driven business can really achieve.

Alastair Mills

Mike Ing

Throughout this report, you can track the progress of our initiatives. From **Initiated**, to **In Progress**, **Completed** and **Exceeded**.



This report highlights Kerv's sustainability progress in the 12 months preceding its publication, with all metrics measured in alignment with our financial year; 1 April 2024 to 31 March 2025. To show the full scope of our impact, we've included updates from initiatives that began during this period but were finalised after March 2025. This progress is disclosed clearly throughout the report.



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Alastair Mills

Mike Ing



absolute emissions began **reducing, down 5%** year-on-year, against growth of +14% in revenue



helped **45 charities** do more through **561 days** and **£57,669** of giving to causes our Kervers care most about



**7th best Great Place To Work** (UK large business) including a **Best Workplace for Women** award



over **90%** of Kervers are **proud to work at Kerv**



our **Philanthropy Council** finalist in both **Philanthropy** and **Tech for Good** at the **Better Society Awards**



over **260+ meetings** visiting every department, with a **sustainability** theme as agenda



gigantic first-time BIA score of **109.7** including **two** approved **Impact Business Models**<sup>1</sup>



emissions intensity down **17%** with our **near-term S1&2 target met**



**105** of our customers are now **purpose-driven businesses** generating **38.2%** of all our revenue



**12%** of Kervers stepped up and made a **Personal Climate Pledge** to do more for our planet



launched the **Learning Kerv Podcast** reaching 1,061 listeners over 6 episodes

<sup>1</sup>Quantitative metrics aligned with FY245

<sup>1</sup>in addition to Mission Lock; Supporting Purpose Driven Enterprises & Serving Underserved Populations

# Our network for change

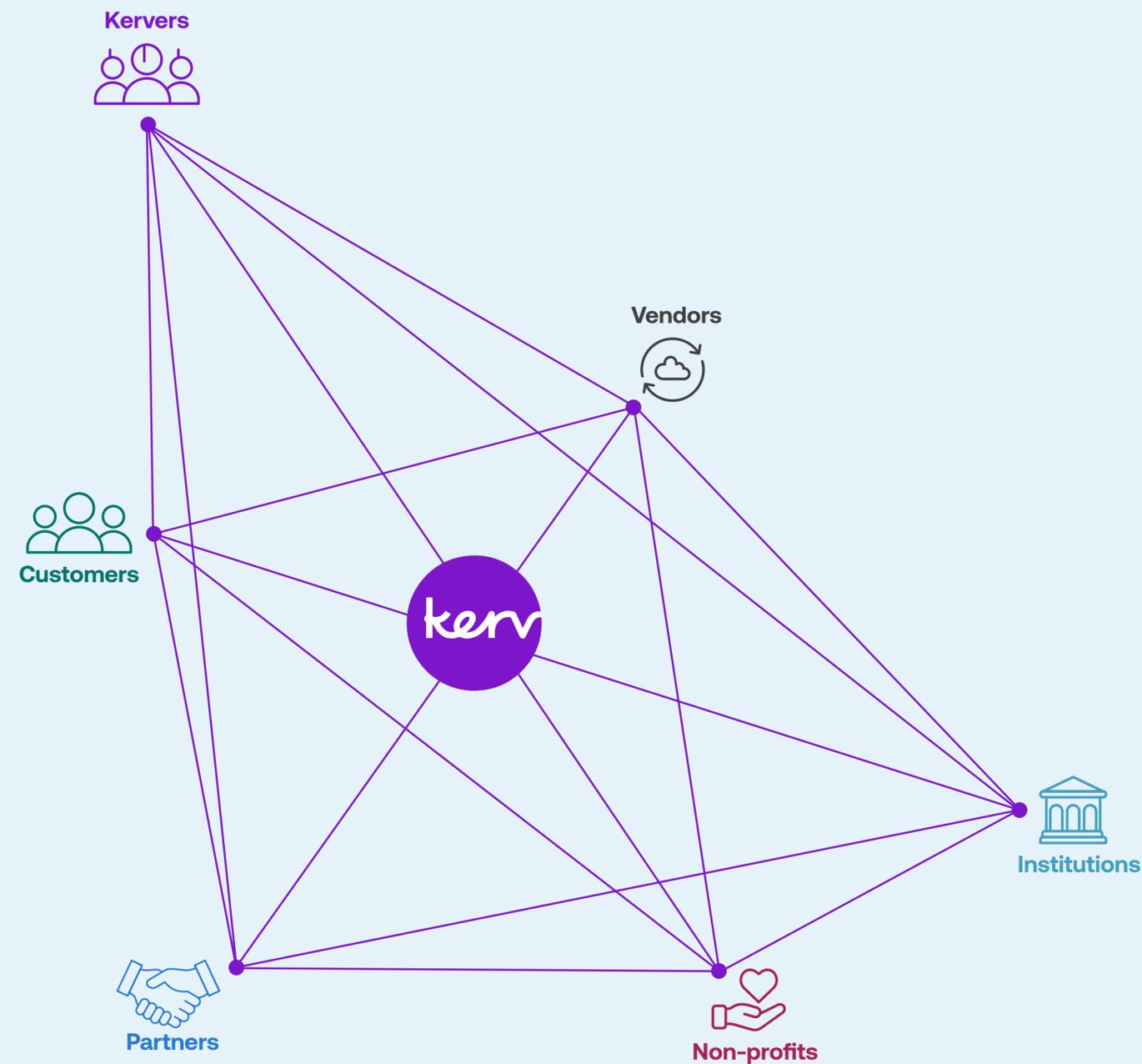
## Every interaction is an opportunity for partnership

This year, we've partnered with organisations across nearly every sector in the UK. From delivering financial services compliance automation, to redesigning central-government web services – we worked to deliver technology efficiently and responsibly.

But it's those collaborations that blend purpose, insight and innovation that our Kervers say matter most. Programmes aligned tightly with our customer's mission. Where we have a trusted and progressive technology partner. Where we're supporting a pioneering social enterprise. When the opportunity for impact is clear, and progress is shared.

In recognition of this responsibility to interdependence, we're investing further in finding more of these relationships. Thinking harder about who we partner with. Supporting those we do as best we can on their own sustainability journeys. Openly sharing our belief in the [United Nations 2030 Agenda](#).

And in service of this network, we're devoting more time and energy to automating the systems that underpin it - strengthening our data and tooling to enable more real-time, transparent disclosure, with even deeper accountability.



# Our Architecture of Impact

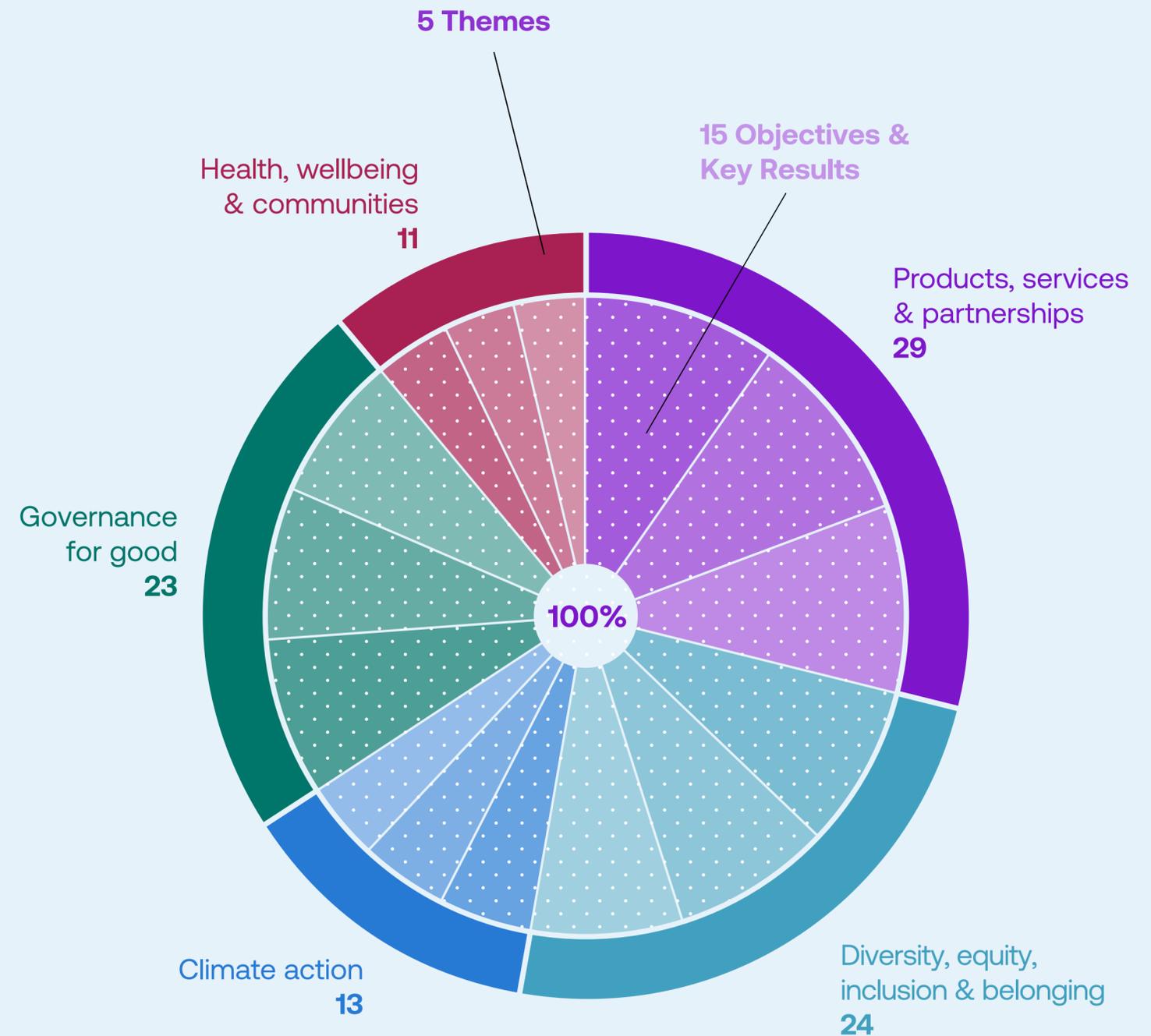
Behind our B Corp achievement is our sustainability programme - and this year has been our most complex and ambitious to date

Our sustainability manifesto channels energy into our five material themes and fifteen objectives, each with a defined key result. But frameworks alone don't create change; the difference is in how we bring them to life.

Over the past year, we've scaled to **one hundred** active initiatives, connecting people, partners and platforms - embedding impact at every level of our business. Together they're beginning to shape a living system that aims to turn intent into evidence.

Each year we review and refine priorities - guided by data, insight and experience - sharpening our focus in the pursuit of deeper results. It's a continuous cycle of design, trial and refine, turning purpose into performance, and strategy into sustained change.

[Skip to the end to see what we're focusing on beyond 2025](#)



# Health, wellbeing & communities

**People first. Always.**

Our aim is to take exceptional care of all Kervers, so they can provide extraordinary service to our customers – and together, lift-up our wider communities.

**3** GOOD HEALTH AND WELL-BEING



**4** QUALITY EDUCATION



**8** DECENT WORK AND ECONOMIC GROWTH



**4,480+**

hours helping charities and community groups expand their impact

**20+**

events with wellbeing or communities at their heart

**45**

nonprofits financially supported

# Shaping the curve



“ Because of this programme, I applied for a summer placement in tech. Now, I know I can belong in this space. ”

Jade, 16

Through our partnership with BelEve, Kerv volunteers delivered a powerful **Career Insights Day** for young women from South London. Women from across Kerv gave their time to host tours, lead multi-disciplinary career panels, run interactive AI workshops, and provide project challenges. The day gave the girls a tangible glimpse into careers in STEM.

We also launched a six-month **Mentorship Programme** - 11 Kerv women dedicated 90 minutes each month to support BelEve mentees.

Through one-to-one guidance and encouragement, our volunteers have helped young women build skills, self-belief and clarity about their future - a powerful example of how Kervers can use their volunteering days to create meaningful impact.



Being a mentor on the BelEve programme has been incredibly rewarding; it has given me a chance to share my experiences, learn from fresh perspectives, and watch my mentee grow in confidence and skills. Our journey together has deepened my appreciation for the challenges that women can face in tech, and inspired me to take a more active role in creating opportunities for further growth. This motivation led me to organise the upcoming work experience week this summer, aimed at providing hands-on exposure to the next generation of talented women entering the field.

**Fran Bird**

Principal Delivery Manager

## This year, we



invested in bringing our **Giving Hub** to life - a single place for Kervers to discover causes, understand processes, and get involved



introduced a **Giving Request Form** - empowering our employees to request support for a cause (subject to alignment with our due-diligence standards).



added a new **charity giving** leave class - simplifying booking time for giving in our HR system, improving our ability to track progress



piloted the **Neighbourly** platform - enabling our people to discover and volunteer with causes local to our major offices



Volunteering with St. Matthew's Community was an incredibly rewarding experience. Not only did I get to learn a new skill with AI, but I was able to share that knowledge with a greater organisation helping them use technology to support even more people.

**Ovarro Hanson**  
DevSecOps Engineer

# Work, meet purpose

#1

We will **help people find more purpose through their work** by increasing our donation of staff time to material charitable causes to 500 days.

Exceeded!

We've always believed in purposeful work as a business, and as a people-first organisation, we want that purpose to extend beyond day-to-day roles. That's made possible not through business-selected initiatives, but through causes our people choose for themselves.

**510**

days of free technology-powered solutions

**35**

days of direct volunteering

**16**

days of free technology-powered professional services

**up to 2**

days of volunteering for each Kerver

Hours calculated based on 8-hour days.

We marked **Customer Service Week** with a series of activities focused on strengthening how we serve our customers.

This included training sessions on Effective Customer Communication, a Lunch & Learn on AI in CX (with cupcakes!), team engagement activities and Kerv Charades in India, a session on Intentional Communication from CX expert Manuela Pifani, followed by office drinks and a cake-cutting with our MD, and “Day in the Life” sharing sessions where colleagues across regions talked through their roles and approaches to customer service.

It was a week of learning, connection and celebration, reinforcing what great customer experience looks like at Kerv.



## Supporting Pride with a walk, skip, and a jump



Pride 2024 for Kerv was all about moving your body! Throughout the month, we were on a mission to get active, as part of raising money for LGBT Hero, a national health and wellbeing charity that supports over 100,000 people every month.

**Alice Van-Cliff**  
Sales Operations Manager

What better way to celebrate the **World Day for Cultural Diversity** than with a delicious journey through food?

Each office hosted a **Potluck**, inviting Kervers to bring in food to share with the rest of the office. Family recipes passed down through generations to favourites from home; from Burnley or Bangalore.

The celebrations created a relaxed, joyful space for Kervers to connect, learn about one another's backgrounds, and appreciate the rich cultural diversity that shapes our teams!



# Our Kervers, Our Strength

## A healthy and supportive workplace doesn't happen by chance

It's built with intention. Which is why we appointed a full-time **Chief Employee Experience Officer**, someone dedicated to championing our people and leading meaningful improvements to life at Kerv.



And we didn't stop there. At a time of industry-wide premium increases we **absorbed costs** for Kervers (through pay adjustments) and enhanced medical cover, adding optical, dental, and hearing benefits.



Our MD and co-founder, Mike Ing, travelled across the UK and for **Open Mike**; meeting as many Kervers as possible face-to-face, making space for honest conversations about how we're doing, aiming to strengthen trust and surface real insights.



We invested in strengthening our Employee Resource Groups – helping with structure, training, and dedicated roles so they have the support they need to meaningfully champion our people.

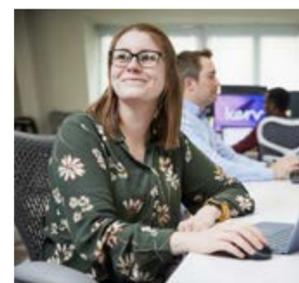
#2

We will **promote a healthy and supportive workplace** by increasing the reach of our value champions across all our practices.



We began the year believing the **Value Champions** initiative was the next best step in strengthening how we support Kervers. But as the year evolved, so did our priorities – so we chose to focus our energy where it would make the biggest impact.

The same Health, Wellbeing & Communities group challenged that energy into the launch of two new Employee Resource Groups, and the expansion of **Kerv Cares** – two major milestones that enhance how we support, empower and connect our people.



Headed by our People Team, Kerv Cares is our formalised wellbeing programme, supported by trained Mental Health First Aiders and access to resources like Vitality's mental health services, Headspace, and our **Employee Assistance Programme**.

So while the Value Champions programme didn't progress in its original form, it *did* evolve – laying the groundwork for initiatives that are already making a meaningful difference across Kerv – and that will continue to strengthen our culture for years to come.

# Still a great place to work

Being a **Great Place To Work** isn't an award we seek, but a standard we're committed to. Recognition in both the UK and India validates that commitment. But we won't settle. Each year we'll raise the bar on what a people-first workplace should deliver – until all Kervers can say that Kerv is “the best place I've ever worked”.



**88%**

of Kervers say **Kerv is a great place to work**, compared to 54% of employees at a typical UK-based company



**0.2**↑

We were most grateful to see an improvement for the statement “We have special and unique benefits here”, up to **63%**, as this is an active focus area



**94%**

Was our highest Area score for **Justice**, with 91% being the average for other large organisations using Great Place To Work



**1.1**↑

To **96%** was our most improved statement for “When you join the company, you are made to feel welcome”



**6.9**↓

Was our largest drop this year in **Collaboration**, down to 80%, compared to 73% for others in our peer group

“



While we did see some dips in a few individual categories, which we attribute to the broader economic climate, our overall climb to 7th place in the Large business category proves we're navigating these challenges more effectively than many others. It's a powerful testament to our collective effort to build a culture where everyone can not only feel secure, but truly thrive.

**Helen Lancaster**

Chief Employee Experience Officer

Surveyed Jan 21, 2025 - Feb 07, 2025, and includes 650 responses from 781 invitations, comparison data by provided by Great Place to Work



Kerv marked **Neurodiversity Week** with a series of talks designed to raise awareness and strengthen understanding across our teams.

Sessions covered Autism, ADHD, Dyslexia and many other neurodiversity conditions, with Kervers sharing their lived experiences for the first time - a milestone that sparked deeper, ongoing conversations across the business.

Building on last year's momentum, this year's celebrations saw more people step forward, creating a safe and supportive space to learn, listen and connect.



**Kervers - need a little support?**  
Your Practice People Partner is here to help if you're feeling stuck.  
Reach the team at:  
[people.operations@kerv.com](mailto:people.operations@kerv.com)



For **International Men's Day** we hosted a series of lunchtime sessions focused on men's health.

Our Kervers shared experiences around cardiovascular disease, cancer, diabetes and erectile dysfunction, hoping to raise awareness and encourage early action and health checks.



We marked **Time to Talk Day** with activities that encouraged open conversations about mental health.

The day included a Lunch & Learn with our Mental Health First Aiders, optional one-to-one sessions with People Partners, and local meet-ups for coffee and cake - with great participation across both the UK and India.

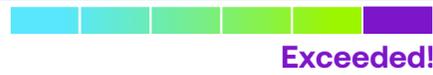
The initiative highlighted the importance of checking in with one another, reminding us that mental wellbeing affects everyone, and talking openly helps build a supportive community.

# Where community, connections & celebrations meet

Tier One Event  
Internal Kerv Event  
External Event

#3

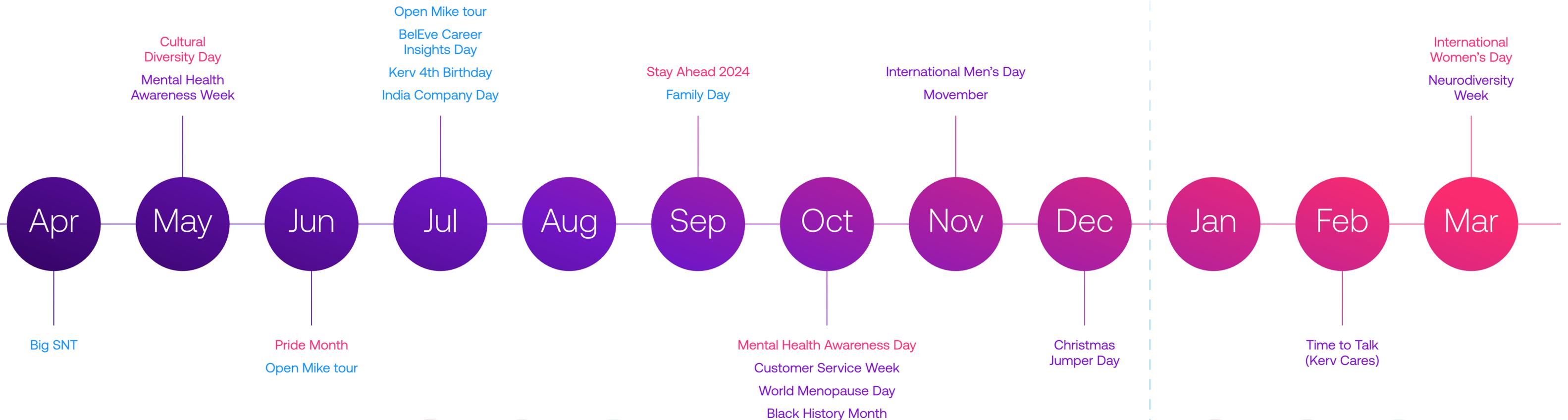
We will **increase positive community engagement** by funding staff's impact directed participation in 5 sustainability focused events



When people feel seen, supported and connected, everyone benefits - within Kerv, and far beyond it.

Our community engagement commitment focuses on sparking genuine conversations, encouraging real action, and bringing people from all walks of life together. And of course, a little celebration goes a long way.

We successfully ran over 20 events this year, and on average included over 100 people. Our focus moving forwards is to lean further into our five sustainability manifesto themes to ensure we both understand and capatilise on the impact opportunities they genuinely present.



2024

2025

# Learning Kerv

## Learn, Grow, Build – INNOVATE

This year, we launched the **Learning Kerv Podcast** - a technology focused education experience, hosted by our Chief Technology & Strategy Officer, and specialist Kervers from across our organisation.



**826**

total downloads/  
streams



**32**

countries  
listened in



**6**

episodes, across  
11 AI-based topics



**5/5**

rating on  
spotify

In **Season 1**, we explored some of the most pressing topics in technology today through the lens of AI - what it is, how it will shape the way we work, and the ethical, wellbeing and innovation risks and opportunities it brings.

True to our mission, this free-to-all learning platform is our way of investing in knowledge, supporting continuous learning, and helping to build a community that's more informed, more curious, and better equipped for an AI-driven future.



## Click a podcast to listen



### Fundamentals of GenAI & Machine Learning

A dive into the basics of AI and Machine Learning; what they are, how they work, and why they matter.



### How Gen AI is Reshaping Our World

Your quick guide to the power, limits, and future of GenAI – and how this is reshaping work as we know it.



### Applications of Generative AI in Customer Experience

How GenAI is reshaping the customer journey; from prediction to personalisation, to post-interaction insight.



### Responsible AI – With a Conscience

A clear-eyed look at what it really takes to build AI that's safe, ethical, and trustworthy.



### Transforming Business with GenAI: Examples & Lessons

Practices examples of how GenAI is transforming compliance, customer service, and business operations.



### Agentic AI Explained: Smarter Automation

A deep dive into agentic AI and the impact of autonomous decision-making, including your questions answered.

Our **Mental Health Awareness** events helped spark open conversations about wellbeing at work.

Colleagues took part in activities ranging from guided meditation to Lunch & Learns on practical wellbeing strategies, with dedicated time away from daily tasks to focus on their mental health.

Many also wore green - the colour of Mental Health Awareness Week - as a collective show of support and a reminder that mental health is a priority at Kerv.



Kervers came together in full support of **Movember** 2024, raising funds and awareness for men's health — including mental health, suicide prevention, testicular cancer, prostate cancer and parenting.

From growing moustaches to cheering on the cause, our teams helped raise £4,335, with Kerv adding £1,500 in matched funding — bringing the total to £5,835 for Movember.



To mark **World Menopause Day**, we raised awareness across Kerv about menopause, the support available, and the importance of breaking stigma.

With the launch of our new Menopause Guide and Policy, we shared personal experiences from Kervers and encouraged colleagues to access support through their People Partner.

This forms part of our ongoing commitment to creating an informed, supportive and inclusive workplace.



# Products, services & partnerships

## Work that makes a difference.

Because our work should speak for itself, we're committed to creating positive impact beyond our immediate value chain.



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



**£58k**

donated as part of our 1% profit target (0.67% this year)

**105/790**

customers are purpose-driven enterprises, with 38.2% of revenue

**Gold**

Investor in Customers rating

# Ahead of the curve

## Building the modern nonprofit platform

With the upcoming retirement of the Microsoft Cloud for Nonprofit Fundraising & Engagement module (F&E), the need for a modern, supported, future-ready solution is clear.



We've responded by building a new technology - **the Social Enterprise Accelerator Suite** - that preserves the most valuable elements of MC4N/ F&E but extends them with enhanced functionality, flexibility, and long-term support.

## What it offers

- ▶ Tools for fundraising, membership, donor management, and recurring income processing
- ▶ Automated direct debit and Gift Aid handling for efficient, and risk-managed income automation
- ▶ A CRM-driven platform that helps nonprofits run campaigns, manage supporters and alumni, personalise outreach, and build stronger relationships, supported by AI
- ▶ Seamless integration with core Microsoft cloud technologies, including Dynamics 365, Power Platform and Azure, including support for nonprofit-specific data models, with security, scalability, and data-driven decision-making at their heart

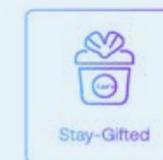
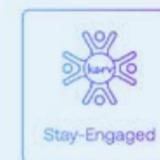


As the technology partner for 45 charities, we know the everyday challenges that nonprofits face when trying to expand their reach. With often insufficient resources, it's hard for charities to build meaningful connections within their communities.

We believe that technology, coupled with a desire for good, holds many of the cards for overcoming these barriers. We're invested in delivering initiatives that truly accelerate impact.

### Sinead Kanlioglu

Client Service Director – Social Enterprise  
Kerv Digital



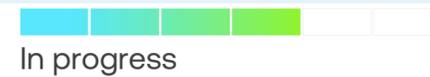
## Why it matters

Many nonprofits risk losing key tools for growing and managing their impact. The Social Enterprise Accelerator Suite ensures continuity and upgrades helping organisations stay mission-focused, closing the digital divide.

# Future-proofing our value chain

#4

We will **prioritise sustainability-focused partnerships** by requiring 95% of our suppliers (by spend) to align with leading environmental, social and governance (ESG) criteria



We are deliberate about who we collaborate with, as our impact is only as strong as our partnerships.

To protect and future-proof our value chain, we introduced an ESG due-diligence process and applied it to 100% of our new suppliers this year, with oversight from senior leadership. For suppliers who are early in their sustainability journey, we're focused on providing support and using our experiences to accelerate their progress.

To strengthen our overarching decision-making, we're now developing tools to enable deeper analysis of vendor performance and expanding our approach to include more annual reviews of existing suppliers.



“We would like to work with organisations that share our commitment in a genuine way to improve social wellness.”

Investor in Customers Survey Responder



**80**  
new vendors\*



**950**  
total vendors



**15K**  
invoices managed



Sustainability isn't just a checkbox for us - it's an essential part of how we build, innovate, and collaborate. We're intentional about every supplier decision we make because it affects everyone in our value chain. That's why we choose to work with customers who in turn become our long-term partners who share the vision. This is the reason why the people choose to work with, it's simply how we do business.

**Kara Howard**  
Commercial Product Director

\* currently estimated based upon weekly requests and assessment approval rates – see commitment #15

# Investing where it matters most

## Commitment, curiosity, and the courage to hear the truth

**Investor in Customers** (IIC) is an independent accreditation that evaluates how well organisations understand customer needs, meet expectations, delight customers, and create long-term value.

To get a complete and objective picture, IIC gathers feedback from customers, teams, and leaders. This allows us to see where our views align, where they don't, and where we can strengthen relationships even further.

IIC gave us a clear view of what's working and where we can raise the bar, and it seems our investments are paying off, as we achieved an overall **Gold Rating**.

This reflects the effort our teams put in every day and the trust our customers place in us - pushing us to raise the bar even higher next year.

### Why it matters

Achieving Gold reflects the consistency and care our teams bring every day. It shows we're moving in the right direction, and it challenges us to push even further next year. focused, closing the digital divide.



## Customer Satisfaction Insights

- ▶ Our internally measured NPS score continues to rise, now at **35**
- ▶ We delivered **94%** CSAT, **90%** Response SLA, and **88%** Resolution SLA
- ▶ We launched our first annual Customer Service Week and expanded customer feedback loops across NPS, CSAT, CAST and post-implementation surveys
- ▶ We achieved Gold accreditation at the first attempt – something fewer than 10% of companies ever manage
- ▶ IIC measured our Customer NPS at **+42**, validating the trust our customers place in us



# From standard, to stand out

#5

We will **proactively drive customer's sustainability goals** by introducing programme level impact plans for 5% of all new revenue



## What's a programme level impact plan?

A shared framework co-created with customers before a programme begins, setting out the environmental, social, and governance priorities. This plan gives the programme a clear impact purpose, ensures we're aligned on the outcomes that matter most, helping us to build solutions that create value beyond the core product or service.

This year we have seen unprecedented demand for tenders and programmes that require demonstrable impact. In response, we are strengthening how we capture, structure, and evidence our impact data, ensuring it is consistent, transparent, and decision-ready.



Crown  
Commercial  
Service  
Supplier

Here's how we are delivering on one of our programme-level impact plans

## Tackling workplace inequality

We're not just delivering projects - we're creating meaningful change. Our **Chief Quality Officer** for Digital ensures that we meet our customers' ambitions in terms of service, quality and social impact.

For a prominent government agency, this means reflecting the inclusive business they strive to be. We are working to ensure that **50% of our project team is from minority or underrepresented groups**, by assessing our recruitment practices and actively empowering individuals from diverse backgrounds to succeed.

Through this partnership, we've strengthened how we listen and respond to our people, making our approach more consistent and visible. We've formalised how we manage employee feedback, ensuring we review and respond to every OfficeVibe comment, and we now run quarterly sentiment surveys alongside our annual DEIB checkpoint.

# Unlocking impact with the Retail Trust

The oldest industry-funded charity in the UK, the Retail Trust empowers over **600,000 colleagues** with the tools to lead happier and healthier lives.

The Retail Trust is on a mission to create hope, health and happiness for everyone in retail, with a target of supporting one million colleagues with their services in the next few years.

As the charity's technology partner, we're helping make this a reality. Our collaboration is about expanding its digital capabilities, evolving from an in-house solution to a system that unlocks its potential.



Our partnership with Kerv is a key part of unlocking the Retail Trust's mission. Scaling our business is reliant on having the right technology and systems in place, which Kerv is helping us evolve to best-in-class. With their support, we're now better able to leverage data, respond to our community's needs, and create more impact for good.

We're grateful to be partnering with a business that shares our values around social good – and we're excited to see how this evolves in the future

**Chris Brook-Carter**  
CEO Retail Trust



# Sustainable service design

Delivering meaningful programme-level impact requires practical knowledge and a consistent understanding across all stakeholders.

To support this, we developed our Sustainable Service Design training – providing our people with the insights needed to make informed decisions, design effective products and services, and remain aligned with the impact objectives set with our customers.

## Environment

- ▶ Demystifying emissions and net zero
- ▶ Managing professional services
- ▶ Implementing green code and software

## Social

- ▶ Understanding social responsibilities
- ▶ Building inclusive, accessible solutions
- ▶ Recognising AI bias

## Governance

- ▶ Prioritising risk and data management
- ▶ Ongoing stakeholder engagement
- ▶ Understanding B Corp

We're rolling this out in phases across different stakeholder groups, starting with our Kervers. After we've gathered feedback, we hope to then extend it to our suppliers and partners.

## Expanding resident support



Walsall Council

Our support with Walsall Council has helped take its resident services to the next level, by maximising the use of Genesys Cloud. In 2024, we supported the implementation of CX Translate – a tool that allows residents to raise issues or questions in their native language. As well as reducing the time taken to resolve issues, this initiative has helped Walsall residents **feel heard and acknowledged, regardless of their background or identity.**

In June, Walsall Council won **Most Improved Council** at the LGC Awards, largely due to the expansion of digital services and its impact on community support and cost savings.

[Read case study](#)

## Zero disruption for healthcare fundraising



When Guy's and St Thomas' Foundation's legacy telephony provider was unable to support its remote working requirements, Kerv stepped up to provide strategic guidance and support. The aim? To source and implement an alternative softphone solution without any disruption to the charity's fundraising team, which it relies upon to **drive equitable healthcare access.**

# Awarding with purpose

#6

We will **support the most vulnerable in wider society** by donating 1% of profit to charitable causes that matter most to our people.



## Supporting causes that matter most to our Kervers

To be a genuine force for good, businesses must play an active role in driving social change and development. We know we can make tangible progress on our own, but when we invest together, we create far greater impact.



Despite a tough economic climate this year, we channelled **0.67%** of our profit, c. **£58,410**, back into our communities, supporting more than **44** causes and charities.



To ensure our donations are targeted and meaningful, our employee-led **Philanthropy Council** created a Giving Plan that sets clear priorities and giving targets for our charitable endeavours.

## Our monetary giving plan

We distributed our giving target into four unique ways of giving, making it easier for our people to support a wider range of causes that matter the most to them.

### Strategic

Long-term partnerships with charities that align with our mission and values, which we support in multiple ways

Planned	Result
65%	34.57%
£56,410	£30,000

### Rewarding

As a token of appreciation for taking part in surveys and referrals, Kervers can direct a donation to a charity of their choice

Planned	Result
19%	21.58%
£16,489	£18,728

### Matched

Matched funding of up to **£250** per person, per event, and up to **£1,000** for group events, subject to funding availability

Planned	Result
4%	3.70%
£3,471	£3,209

### Practice discretionary

To support practice-specific causes and reach as many Kervers and causes as possible

Planned	Result
12%	6.60%
£10,414	£5,732

# Our Philanthropy Council

## Employee-led > Business-led

In 2024, we brought together 14 employees from across the business to form our first Philanthropy Council – a group created to democratise Kerv’s giving and ensure our impact reaches the causes that need it most.

### The council is made up of two groups:



#### Employee Representatives

Reflect the interests of all Kervers, by assessing and voting on the causes we support - directing resources to where they can make the greatest difference.



#### Ongoing Groups

Provides the structure, guidance, and coordination needed to turn these decisions into action, ensuring our commitments are delivered effectively.

### Meeting monthly, this group has

- ▶ Formalised a giving plan
- ▶ Established giving due diligence standards & principles
- ▶ Shaped and enabled awarding to strategic partnerships
- ▶ Championed causes on behalf of Kervers

We aim to renew membership annually, ensuring more of our people have the chance to contribute to how we deliver impact.



As an employee-led council, we’re empowered to make giving decisions that reflect the people of Kerv – it’s opened up so many creative doors on how a business can be philanthropic.

#### Jacqui Hawkes

Corporate Communications Manager  
Philanthropy Council, Organising Group



Being part of the Council has brightened up my working week. It’s been great to collaborate with people across the business that I wouldn’t normally connect with

#### Andrew Ferguson

Technical Consultant  
Philanthropy Council, Employee Rep



### Innovation and a force for good

Our approach to social impact was recognised in the Better Society Awards, where we were shortlisted for **Philanthropy** and **Tech for Good**.

# Diversity, equity, inclusion and belonging

More than a metric - the core of our strength.

We supporting equity to realise equality - taking whatever actions we can to challenge systemic and historical barriers.



**3** GOOD HEALTH AND WELL-BEING



**5** GENDER EQUALITY



**10** REDUCED INEQUALITIES



**63.5%**

of Kervers have built their careers without a university degree

**10.2%**

of our Kervers provide regular care for someone other than a child

**14.3%**

of Kervers identify as neurodivergent

# Data driven decision-making

When unique perspectives and diverse backgrounds come together, we make **better decisions** - this belief guides how we think, build and innovate.

To guide our choices that drive meaningful change, we need to understand where we stand today: how diverse we are, where representation is lacking, and what makes our people unique. That's why we run our annual EDI survey, gathering insights into our demographics, experiences and differences. These insights help us take informed, data-driven action.

In emphasis, this year we have worked to deepen our understanding of our data, and it's beginning to indicate where we might need to explore next.



Safe spaces aren't created through pressure, they're built on trust. That's why our DEIB survey is completely voluntary and anonymous. We want our people to bring themselves to work without feeling the need to disclose more than what they're comfortable with.

## Across Kerv

**14.35%**  
identify as neurodivergent  
↑3.05%

**33.50%**  
identify as Women  
↑1.9%



**27**  
diverse religious beliefs

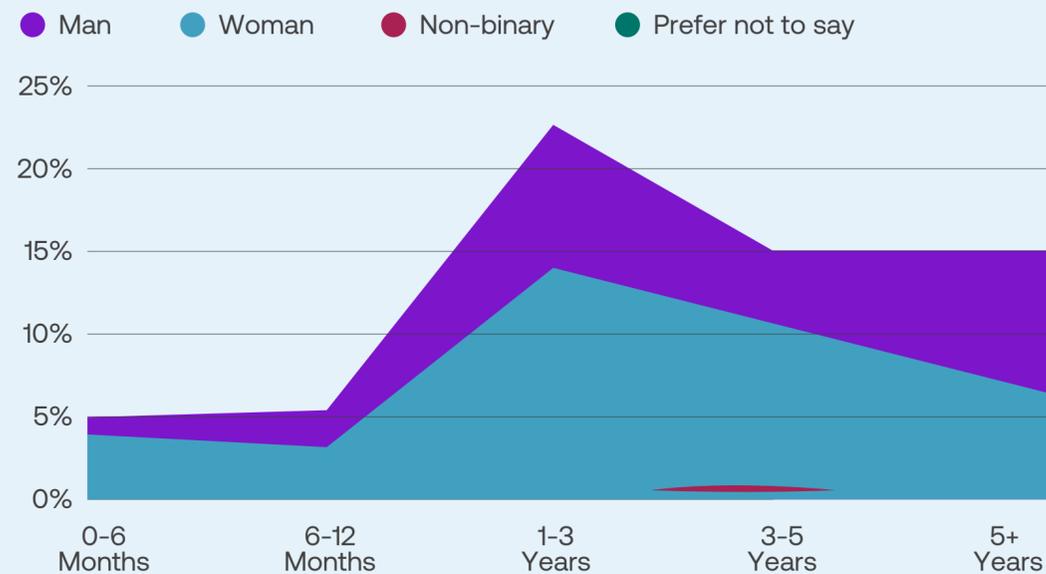


**32**  
languages spoken



**41**  
self-defined unique ethnic identities

### Gender Identity Tenure



### How do we use this?

Insights from last year's survey directly shaped our actions — including the creation of two new Kerv communities. These spaces were built to reflect what our people told us they needed, helping us support Kervers in ways that truly matter to them.

All statistics based upon 57.8% return rate against FY24-5 close head-count survey open Jun-July), with comparisons utilising the previous FY and excluding contractors.

# Partnering for progress

#7

We will **work to alleviate historical inequalities**, by increasing candidates from underrepresented groups, through development of our recruitment channels.



This year, we brought together an **Impact Recruitment Team**, working to actively remove the barriers to entry faced by underrepresented groups. From our survey data, we know that there is a gap for women in technical and sales roles, so we've been building a network of specialist recruiters who focus on placing talent from this demographic.

This forms part of our wider, holistic approach to expanding DEIB initiatives; increasing representation isn't just about hiring, it's about creating equitable opportunities that contribute to the long-term health of Kerv.

Last year we launched our Candidate Monitoring Survey, to better understand the demographics of our applicants, using a similar approach to our annual DEIB survey – and we're now beginning to analyse this data.

### **Treat with caution:**

Early data appears to tell us women may be 29% less likely to be hired than men at Kerv (controlling for applicant mix). When viewed in the context of Kerv's sector-leading retention and above-average female representation, we suspect this reflects replacement hiring aligned with current ratios, rather than active under-selection.

With the launch of our new **Accessibility and Inclusion Policy**, we've furthered our commitment to creating a workplace where everyone can bring their whole self to work.

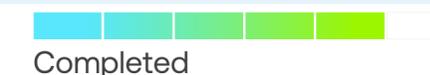
### **Help Us, Help You!**

This confidential service is available to anyone who interacts with Kerv. Whether it's additional support for an interview, or accessibility requirements for an event, we aim to remove barriers and make sure everyone who engages with Kerv feels supported, every step of the way.

[Access Help Us, Help You ▶](#)

#8

We will **reduce the disability employment gap** by developing and implementing an accessibility and inclusion policy.



Candidate monitoring tool launched Mar 24. Results based upon 90 submissions for FY24-5, comparative analysis uses 85 < 1yr service responses from our global annual DEIB survey. Women applied at a rate of 43.8% and made up 35.3% of new joiners, vs Men applied at a rate of 53.9% and made up 61.2% of new joiners



When we asked our Kervers what network they wanted to see next, the answer was clear: a Pride network. So, in 2025, we're launching Proud@Kerv — our second employee community, dedicated to LGBTQ+ employees and allies.

This network creates space to connect, share experiences, and help Kerv do more to champion inclusion. We've taken the learnings from Women@Kerv and are expanding our employee resource groups to make belonging a reality for everyone.

To ensure we do this right, we've been upskilling with RADIUS, a leading inclusion consultancy, to build the knowledge and framework needed to support our people and the wider community.

 [Get involved at Proud@kerv.com](mailto:Proud@kerv.com)



### Coming Soon

We've seen a significant increase in Kervers identifying as being neurodivergent (up 3% from last year), so we're also working hard on launching our Neurodivergent@Kerv network next!

 [Get involved at Neurodivergent@kerv.com](mailto:Neurodivergent@kerv.com)

# Women@Kerv

#9

We will **develop diverse talent** by using our Women@Kerv catalyst community to develop a scalable sponsorship programme for our future leaders.



Now in its second year, Women@Kerv has evolved from laying the foundations to driving meaningful impact. Our first year focused on raising awareness, building the foundation, and getting the basics right.

Our next ambition is to create impact that extends beyond Kerv. A key part of this is a new sponsorship programme designed to support women not only in stepping confidently into leadership roles, but in sustaining and thriving in them. Not just about opening pathways, but equipping women with the training, tools, and support they need to grow and succeed long term.

Getting this right matters. The journey has taken longer than we hoped, but we're committed to delivering a programme that makes a real difference. We've the curriculum built and we're aiming to enrol our first cohort by the end of 2025.



At the **Women in Tech Excellence Awards**, Women@Kerv was a finalist for Diversity and Inclusion Initiative of the Year, with two individual nominations for Emma Cowley as Transformation Leader of the Year, and Helen Lancaster as Role Model of the Year.

“



What began as a community to connect and support women has grown into a network of 219 members and counting. We now take a more data-led approach to understanding where women sit across the organisation -from technical and non-technical roles to mid-level and senior leadership. This helps us make informed decisions that support our women to grow, thrive, and lead, now and in the years ahead.

**Rini Jovita**  
Sustainability Specialist

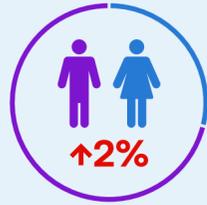




## Kerv UK's Gender Pay Gap

Mean Gender Pay Gap

18.4%



29% women in the UK

Median Gender Pay Gap

20.0%



## Kerv India's Gender Pay Gap

Mean Gender Pay Gap

13.9%



35% women in India

Median Gender Pay Gap

12.1%



[Read our full gender pay gap report ▶](#)

# Understanding the gap

Our annual Gender Pay Gap analysis helps us measure progress and stay accountable. In 2024, we reduced our global mean gender pay gap by 1.6%, with notable improvements across our India teams.

Our gender pay gap analysis revealed a key insight: we have a smaller proportion of women in senior, technical, and high-remuneration roles, such as sales.

Tackling this means creating pathways for our women to step into these roles and that's exactly what our Women@Kerv community is now focussing on.



# Inspiring the next generation of young women

In 2024, along with Women@Kerv we launched its first strategic partnership with **BelEve**, a South London charity dedicated to inspiring young women to become confident, resilient, and compassionate leaders.

Through this partnership, we aimed to reach 70+ young women, giving them hands-on exposure to careers in STEM through:



## Career Insights

Interactive days exploring opportunities in technology and digital innovation.



## Mentorship

One-to-one guidance from female Kerv professionals, fostering confidence and career readiness.



## Work Experience

Real-world learning in a dynamic digital environment, bridging the gap between education and employment.



## Empowering Both Sides

This partnership is aimed at transforming the lives of young women - it's also creating growth opportunities for women at Kerv. Through mentoring and engagement, our team is developing leadership, communication, and coaching skills, while inspiring the next generation of tech leaders.

“



As we enter this new chapter, our partnership is driven by a shared commitment to lasting change. By combining BelEve's expertise in youth leadership with Kerv's innovation and influence, we aim to open more doors for young women to thrive in education, careers, and communities. Together, we are shaping a future where gender equity is not an aspiration, but a lived reality.



**Marsha Powell**  
CEO, BelEve

# Climate action

## Commitment to a shared responsibility.

We're taking deliberate action to minimise our environmental impact, decarbonise our operations, and build a more sustainable supply chain - working towards a more resilient future.



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



**14%**  
reduction in total intensity

**86%**  
reduction in scope 1 & 2 combined

**81**  
employee climate pledges

# Powering up on green energy

#10

We will **achieve net zero by 2029**, by converting our facilities energy consumption to 90% renewable



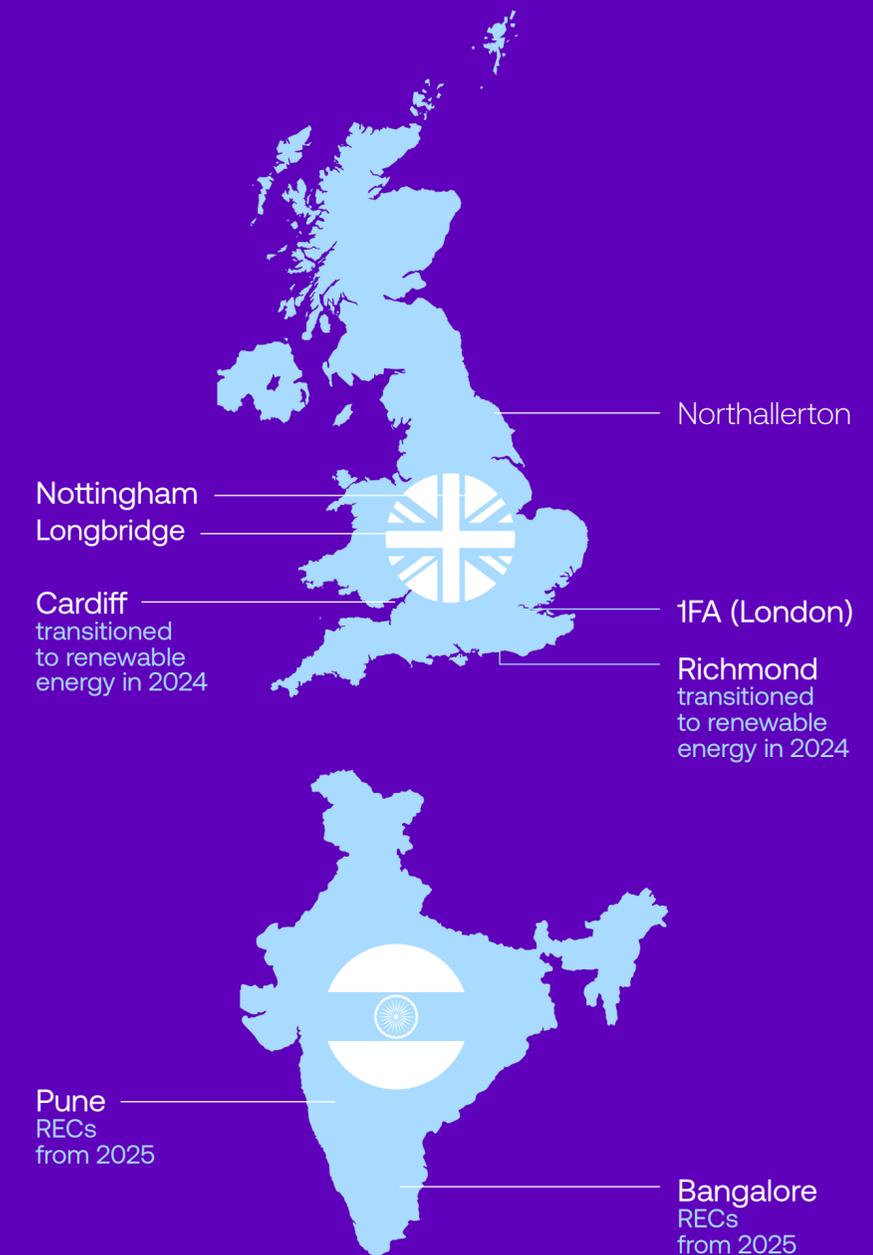
At the start of 2024, Kerv had eight offices globally, with only two using renewable energy. We worked closely with our facilities teams to novate suppliers and ensure that as we evolved our estate, we selected locations that exclusively use renewables.

As the year progressed, we closed our Chertsey and Reading offices, ensuring our UK offices now use exclusively renewable energy. Our India offices' energy supply is provided at 75% renewable. We have committed to purchasing Renewable Energy Certificates (RECs) for the remainder in India, as 100% renewable supply isn't available.

Together, these actions have helped us avoid an estimated 56 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e), reducing our scope 2 emissions to near zero.




## facilities powered by renewable energy



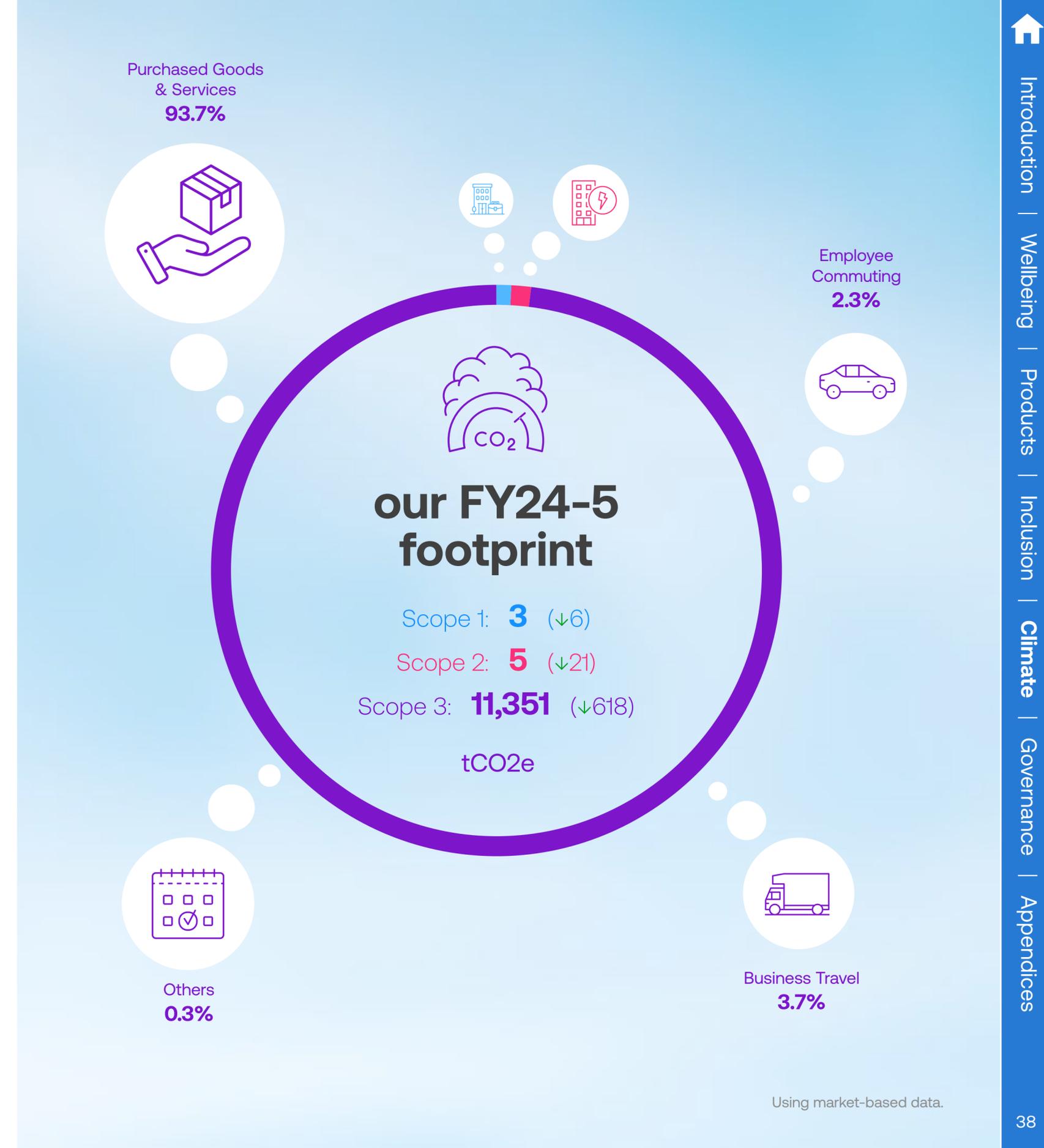
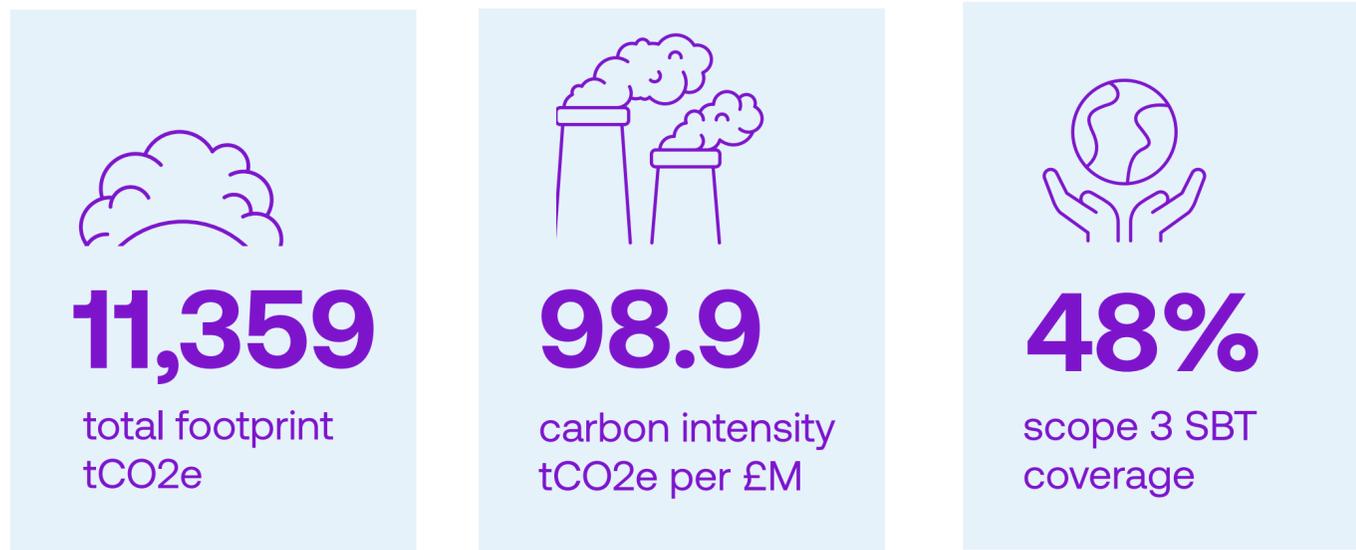
# Understanding our emissions

This is our fourth year of formally disclosing our carbon footprint, in line with the Greenhouse Gas Protocol. Measuring our emissions is essential to understanding our environmental impact and tracking progress towards our net zero ambition - **because what we measure, we can manage.**

Over the past year, we have prioritised improving the accuracy and quality of our emissions data, strengthening internal processes and collaborating more closely with teams and our vendors to gather more primary data than ever before.

As a result of these improvements, we have continued to further understand our carbon footprint, enabling us to identify emissions hotspots more accurately, resulting in a **5% reduction** in absolute emissions year-on-year.

However, our Scope 3 supplier SBT coverage **reduced by 4%**, further demonstrating the importance of effective vendor management.



Using market-based data.



**Scope 1  
Direct emissions**

These emissions come from the natural gas we use in some of our offices

**Scope 2  
Indirect emissions**

Scope 2 is all about the electricity we use to power our offices

**Scope 3  
Indirect emissions**

Here's where the majority of our emissions come from. This category covers all other indirect emissions that our suppliers or employees generate

# Our net zero ambition reality gap

While there are many approaches to managing emissions, we believe the right path forward is achieving net zero. To ensure our progress is credible, we have focused on setting ambitious, science-backed targets..

We have therefore established near-term targets across our Scope 1, 2 and 3 emissions, verified by the **Science Based Targets initiative** (SBTi). This process has sharpened our understanding of what it takes to translate net zero ambition into action.



## Our science based targets

### Near-term

- ▶ Reduce absolute Scope 1 and 2 GHG emissions **42%** by 2030 from a FY2023 base year.
- ▶ **75%** of our suppliers will have science-based targets by 2028 (by spend covering purchased goods and services).

### Long-term

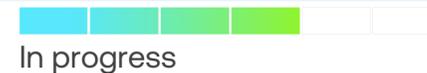


Looking ahead, we are now focused on setting a **long-term net zero target** that complements our ambition while reflecting what is realistic for us and our partners. While Scope 1 and 2 emissions are now well under control, achieving net zero depends heavily on reducing emissions across our supply chain. Here, collaboration is now a key priority, working intentionally with the right partners to drive meaningful reductions and make progress together.

# Accelerating change through partnership

#11

We will **increase climate change literacy**, by directly supporting five partners who are just beginning their climate action journeys



We believe that alone, you can only go so far - but together, we can create tangible, lasting impact.

Not every organisation has the resources or capacity to invest in sustainability, climate transition, or broader ESG initiatives. So we're committed to supporting our partners and suppliers with the knowledge and insights we have built over the past four years.

To date, we've supported four of our suppliers in taking their first steps on climate action, helping them shape their ESG and sustainability agendas.

[Find out more here](#)



“ Working with Kerv has helped us take a more structured and confident approach to sustainability and ESG. These conversations have informed our strategy and challenged us to think beyond compliance, embedding environmental responsibility into how we deliver value, for Kerv and beyond. ”



**Gav Johal**

Associate Vice President – Client Relations –  
Microsoft Technologies, Cognitive

“



“ Sustainability and managing our environmental impact were already an important focus for us, and our conversations with Kerv helped us turn that intent into action. Exploring frameworks such as EcoVadis gave us a clearer way forward, leading to valuable learnings and opening up new opportunities to strengthen our impact. ”

**Simon Esbach**  
Director, Impart





Our greatest challenge like many organisations lies in addressing Scope 3 emissions across our value chain. We see this not as a barrier, but as an opportunity to collaborate with our suppliers to make progress on our collective sustainability ambition.

### Just some of the things we've been working on

- 

As part of our carbon measurement, we collaborated with our top-spend suppliers to collect primary data from their business activities, helping us enhance data quality and support their own carbon reporting.
- 

By implementing internal data improvements, we've been able to share specific insights with our suppliers to enhance their climate literacy, as well as reducing Kerv's emissions.
- 

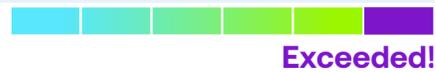
To improve wider awareness, we created an educational resource for any suppliers we engaged with, emphasising the *why* behind our initiative and providing clarity on what their businesses can do to support.
- 

We brought this vision to our annual Stay Ahead conference, connecting with 450 people.

# A climate collective

#12

We will **mobilise our workforce for collective climate action** by motivating 10% of staff to join a climate positive initiative



Many of our Kervers have told us how important it is to manage their own environmental impact. We also know that addressing climate change doesn't stop at managing Kerv's operational footprint. So during our annual Stay Ahead event, we launched our **Climate Pledges** initiative.

Kervers were invited to learn about and commit to practical climate actions across a range of themes - including waste reduction, energy and water conservation, adopting sustainable practices, carbon reduction, and taking community actions.

This created space for meaningful conversations about climate action and inspired many small, achievable lifestyle changes, fostering a culture of shared responsibility and collective action.

To date we've collected **81 pledges**, representing over 10% of our workforce.



## I pledge to champion sustainable fashion

by embracing pre-loved clothing through Vinted. Opting for second-hand over fast fashion, I commit to reducing waste, lowering my carbon footprint, and fostering a more sustainable lifestyle. (And proving that eco-friendly can be chic)!!

**Jade Newton-Chambers**

People Partner

## I pledge to use more renewable energy

Install an 11kw Battery for my Solar panels to store / use my solar panels more efficiently, and to remove the majority of my daytime National Grid electric usage.

**Nigel Godwin**

Lead Business Analyst



**100 trees planted**  
one tree for every employee pledge

As a token of appreciation for their participation we planted a tree with JUST ONE TREE for every pledge made, with the total rounded up to 100 trees planted. We also entered all of our participants into a draw and the winner was rewarded with a sustainable wellness kit.

# Governance for good



## Principles in practice.

Practices into proof. We're committed to validating our commitments through open data, transparent reporting and shared accountability.



**3**  
impact business models

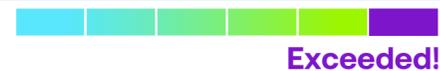
**2**  
impact assessments

**1**  
globally certified organisation

# Mission-led, B Corp certified

#13

We will **actively promote mission-led governance** by continuing our B Corp journey through to achieving certification

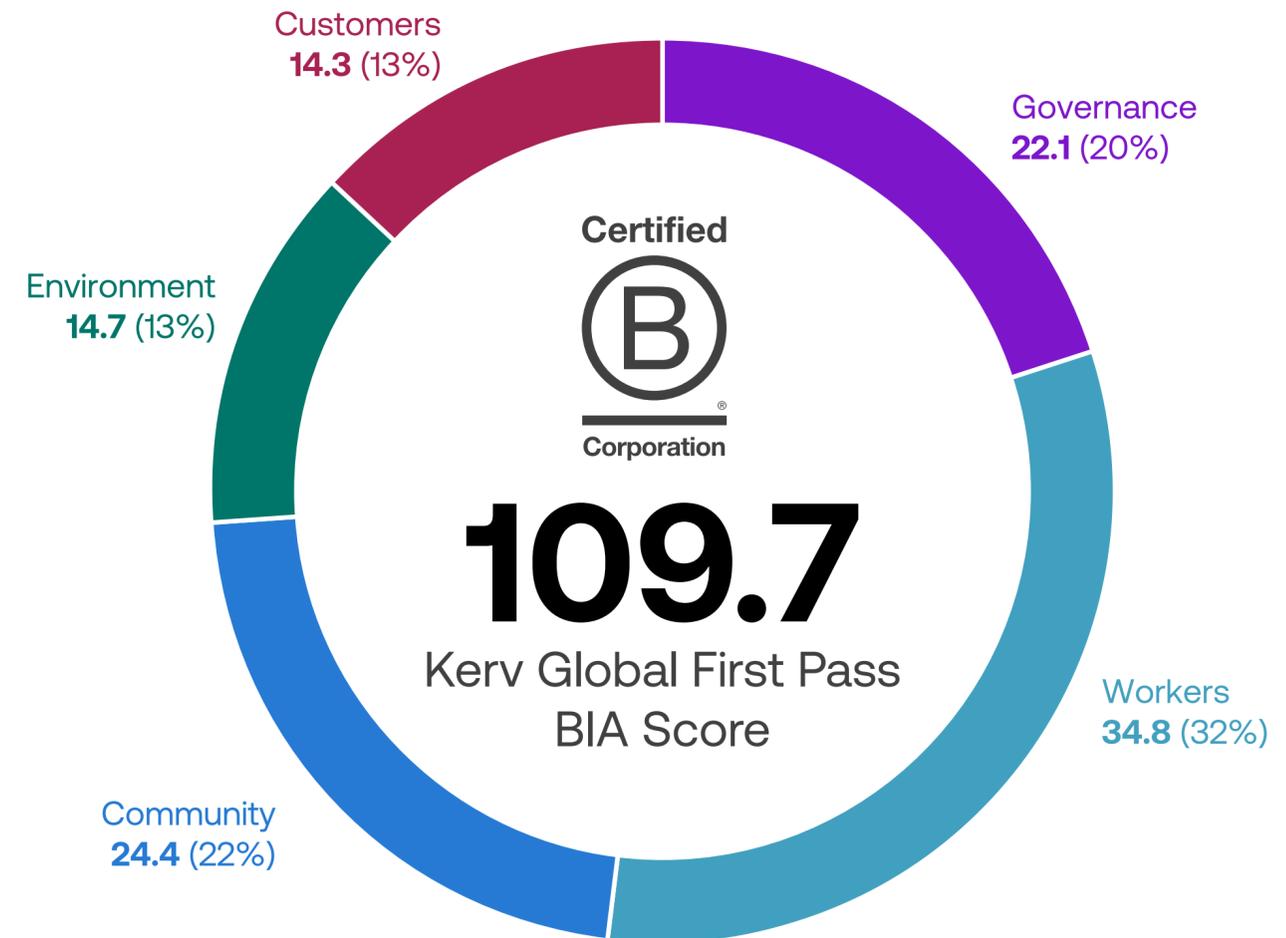


**Being a B Corp is more than responsible business. It's a commitment to rethinking business for the benefit of all**

The B Impact Assessment (BIA) validates our sustainability programme, and the social and environmental performance it directs, holding us to high standards of accountability and transparency. It's how we benchmark our progress and build momentum for change.

Our scores of **110.5 for Kerv Group** and **97.0 for Kerv India** well surpassed the 80-point minimum requirement. This certification reinforced our unique focus on supporting mission-based organisations, as we were also awarded the **Support for Underserved/ Purpose Driven Enterprises** and the **Serving Underserved Populations Impact Business Models (IBMs)**.

These two new IBMs follow the legally binding change to our Articles of Association we first made in 2023, that enshrined putting all our stakeholders at the heart of our business decision-making, now and for the future.



### Did you know?

Thousands of businesses take the B Corp Impact Assessment every year. It's a great way to benchmark ESG performance. The median first-attempt score is **50.7**.

# Our B Corp journey...

Tracking progress with international standards, making evidence-based claims with transparency, and asking experts to challenge and refine our thinking... B Corp is just one of many reasons we work in this way.

But every B Corp journey is unique. As a tech company with a diverse set of customers, we found that managing risk within controversial clients was instrumental to achieving certification.

With every challenge, we strengthened our commitment to doing business in the right way and found new ways to bring that mission to life.



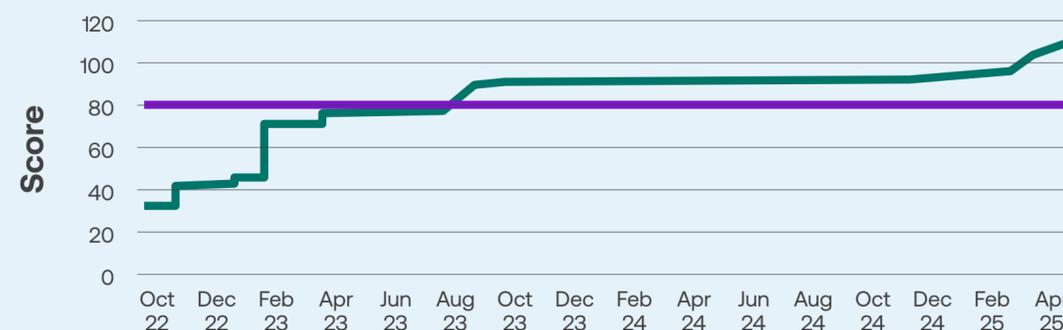
While this is a significant moment in our journey – one that we look forward to celebrating, with our Kervers and partners – we also know that this is just the beginning of our next chapter. We hope we can use this momentum to bring others along on our path to increasing positive impact.

**Francis Thomas**  
Chief Sustainability Officer



- July 2023**  
Initially assessed our progress against the B Corp framework
- August 2023**  
Got to work launching our sustainability programme
- September 2023**  
Submitted 2 BIAs (UK and IN)
- April 2024**  
Submission paused; B Lab evolving its risk management approach
- December 2024**  
Resumed, early-access to Pathway#2; clients in controversial industries
- March 2025**  
Formal assessment by B Lab restarted

**August 2025**  
B Corp certification formally confirmed!



# Holding ourselves to account



## New report, new appendix

This year, we've aimed to make it even easier to see a better picture of our impact progress, by including additional data across the report and an appendix with consolidated metrics.



## Assessing our efforts with EcoVadis

B Corp is just one way that we're benchmarking our progress. We're also assessing our efforts through EcoVadis, a global ratings platform, which is used by many of our customers and prospects to consolidate supplier performance. In 2024, we achieved a Bronze rating, putting us in the top 35% of companies assessed.

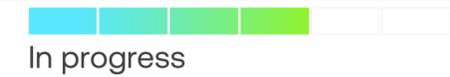


## Transparent investor reporting

Disclosing our impact is now an essential part of our investor relationships. As of 2024, we report annual ESG metrics to Apera and Bridgepoint Development Capital, outlining our progress and highlighting insights into the challenges we're facing.

#14

We will **lead change transparently** by making 25% of our policies publicly available on our website for comment.

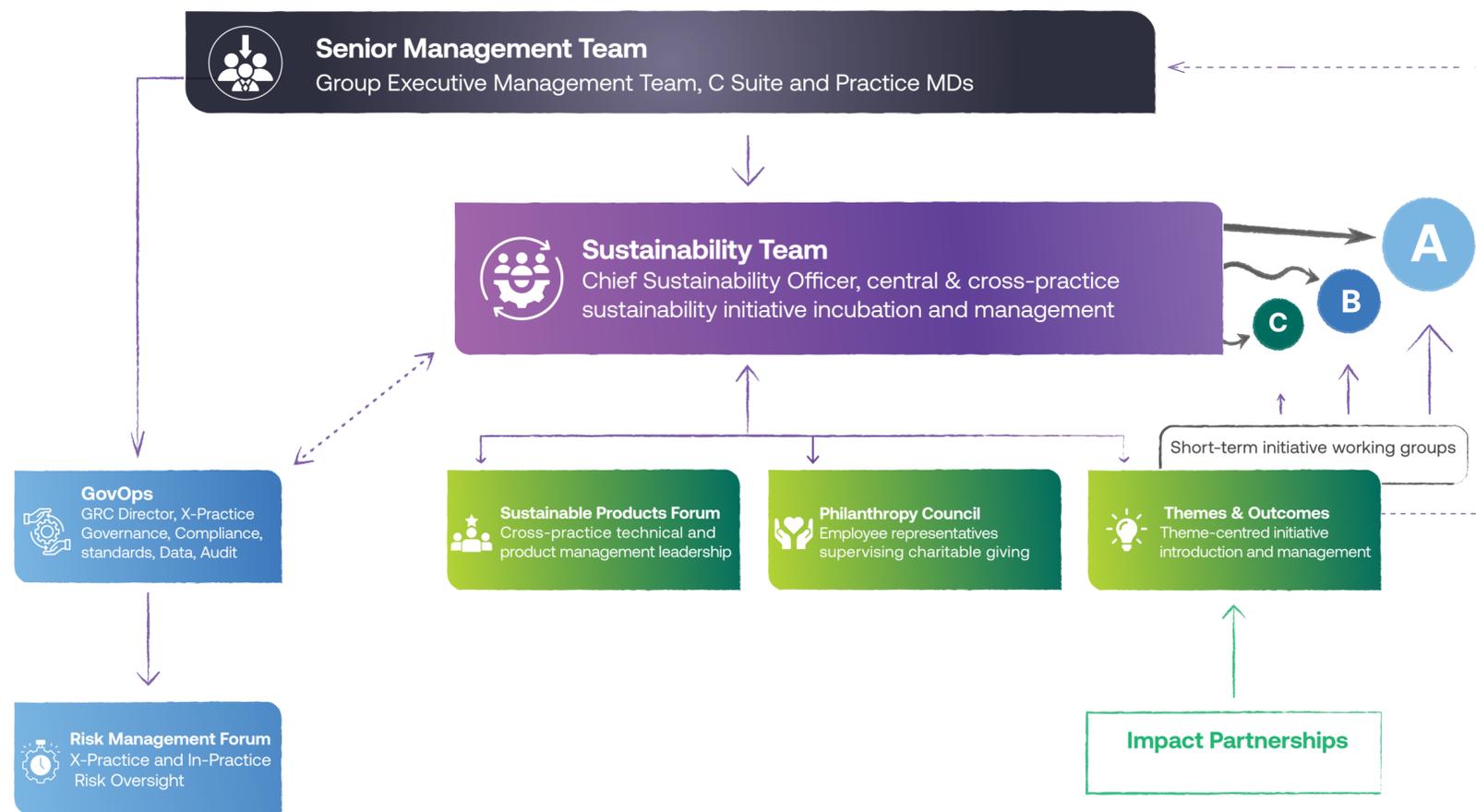


We have now drafted and approved for release c. 27% of our policies, which will be added to our website soon.

It's another step toward transparent, accountable governance — and a way for our partners and communities to engage directly with how we work.



# Empowering progress, through clear process



## The ecosystem our impact depends on

Clearly defined roles, responsibilities and reporting lines drive our Sustainability Manifesto forward, pulling together teams from across Kerv empowered to drive impact.

This year, we've focused on strengthening how we work with others - expanding our governance structure to include deeper engagement with our impact partners, sharing accountability, and building clearer channels between teams.

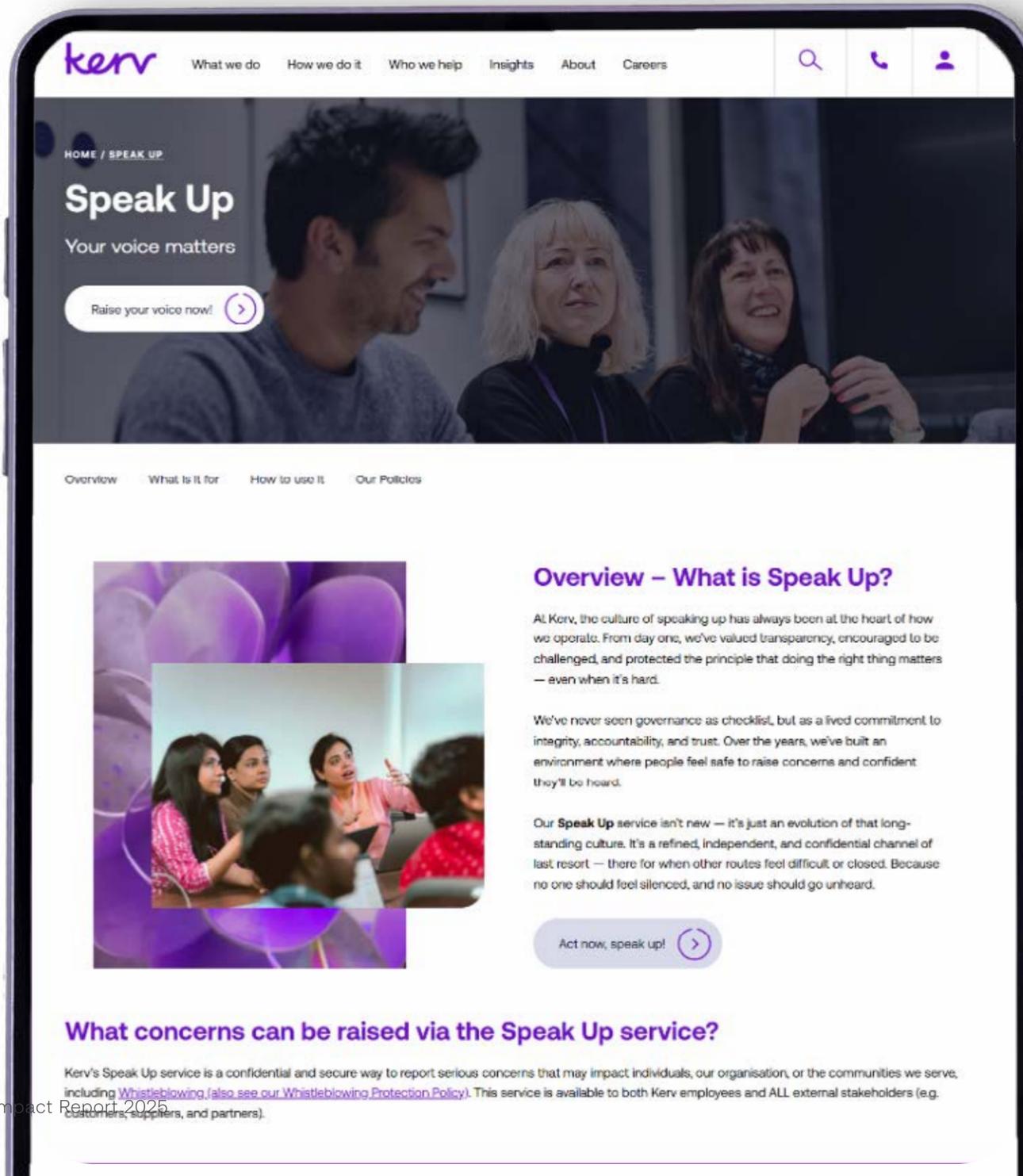
This has included refining how we manage and verify our supplier relationships, working to ensure that every partnership aligns with our values and supports responsible growth.



**300+**  
meetings with a  
sustainability agenda

**inc. 22**  
with our group  
executive team

# Speak Up @ Kerv



## Our open channel for integrity

This year, we launched Speak Up, a confidential, third-party service designed to make accountability part of our everyday business.

It's available to everyone connected with Kerv; employees, partners, customers, and the communities we serve alike - to report concerns, highlight risks, or share feedback on how we can do better.

By inviting dialogue, our aim is to continue strengthening trust, improving transparency, and ensure that our actions consistently reflect our values.

The service is delivered by our independent partner, Safecall, experts in providing whistleblowing hotlines: with all call handlers being ex UK police officers.

For more information, see:

[Go to kerv.com/speak-up](https://kerv.com/speak-up)

UK – 0800 915 1571

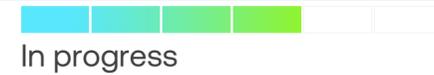
India – 000 800 4401 256

See [here](#) for a full international telephone list.

# Measuring what matters

#15

We will **measure more of what matters** by creating a quarterly view of the 25 most important sustainable governance metrics.



Tracking our progress isn't just about data, it's about staying accountable, motivated and on course.

We're laser-focused on **25 critical metrics**, from carbon emissions to the gender pay gap, all aligned with customer expectations and recognised reporting standards.

So far, we've built formal tracking processes for 17 of these measures, and we're working to expand the visibility of the remaining KPIs beyond internal quarterly reporting.

Our **next step is automation**; bringing real-time tracking and reporting to our most important metrics and reviewing progress monthly with Kerv's leadership team.

Parent Group	Child Group	Name
Environment	Carbon Footprint	Group Scope 01 Emissions
Environment	Carbon Footprint	Group Scope 02 Emissions (Location-Based)
Environment	Carbon Footprint	Group Scope 03 Emissions
Environment	Carbon Footprint	Group Emissions Per Revenue (Location-Based)
Environment	Waste Management	Global Waste Diversion Rate
Environment	Water Conservation	Global Waste Consumption
Governance	Audit	External Professional Audits Completed
Governance	Audit	Externally Opened NCs
Governance	Audit	Externally Opened OFIs
Governance	Audit	Internally Opened NCs
Governance	Audit	Internally Opened OFIs
Governance	Customer	Net Promoter Score
Governance	People	Employee Net Promoter Score (eNPS)
Governance	Security	Endpoint Devices Within Policy
Governance	Quality	Training Completed
Governance	Quality	Active Group Very High Risks
Social Impact	People	Gender Pay Gap Mean
Social Impact	People	People With PD Goals/ Objectives
Social Impact	People	Internal Promotions
Social Impact	DEI&B	Candidate Demography Forms
Social Impact	DEI&B	Work Experience
Social Impact	Commercial	SME/ VCSE Vendors
Social Impact	Giving	Company Donated Volunteering
Social Impact	People	Active Apprentices
Social Impact	People	Average Sickness Absence (Month)



# Decisions by all, for all

We can only be a true **force for good** if we're addressing the needs of all our stakeholders; our people, our customers, our communities, and our planet.

To better understand where we should direct attention, and maximise our sustainability progress, we've been updating our **Materiality Assessment** – an exercise that identifies the ESG topics that are most important to these groups. We've been pursuing both a double and continuous materiality approach.

We've started to collect insights from our Kervers to understand what meaningful change means to them. Here's a snapshot of what's important:



“Keeping up with our environmental initiatives. I’m proud of what Kerv’s done so far.”

Anonymous Kerver



“As a local authority contact centre, we place a high value on both environmental responsibility and social impact when choosing who to work with. Sustainability is not just a priority—it’s a responsibility we take seriously on behalf of our community...”

Investor In Customers Respondent (extract)



“More work with underrepresented communities. We’re a perfect fit to show that, if you find the right place to work, your differences can be your superpower.”

Anonymous Kerver

We encourage anonymous feedback to make sure that our people feel they can speak freely and truthfully



# Trust, in partners

Navigating the evolving sustainability landscape requires collaboration, especially as more of our customers ask for impact-focused deliverables. That's why we continue to focus on standards, partnerships and advisors.

We align with industry and global frameworks to make sure our strategy is grounded in the most current scientifically aligned information.

Our partners keep us in tune with the wider industry and business community, allowing us to collaborate, innovate and progress beyond what we could achieve in isolation. And our advisors act as our critical friends, encouraging us to go faster and further.



# Appendix A: Onward...

In 2026, our **manifesto** is evolving again to **better support growth** - helping to deliver increased scale, resources, and influence to maximise the positive impact we create.

Health, Wellbeing & Communities	Products, Services & Partnerships	Diversity, Equity, Inclusion & Belonging	Climate Action	Governance for Good
<p><b>#1 Help People Find More Purpose Through Work</b></p> <p><i>by Donating 500 Days of Staff Time to non-profits, prioritising causes chosen by our people</i></p>	<p><b>#4 Prioritise Sustainability Focussed Partnerships</b></p> <p><i>by providing management teams with ESG Maturity Ratings for our top-3 Partners, per practice</i></p>	<p><b>#7 Advance Workforce Equity</b></p> <p><i>by Increasing Candidate Diversity 5%, through recruitment partnership development</i></p>	<p><b>#10 Achieve Net Zero</b></p> <p><i>by shifting 75% of supplier spend to partners committed to setting science-based targets</i></p>	<p><b>#13 Promote Mission-Led Governance</b></p> <p><i>by equipping 10 partners with our B Impact Assessment Insights, through events and direct engagement</i></p>
<p><b>#2 Promote a Healthy and Supportive Workplace</b></p> <p><i>through a programme of Holistic Wellbeing Initiatives, targeting 20% participation per quarter</i></p>	<p><b>#5 Proactively Drive Customer Social Value Goals</b></p> <p><i>by creating a Social Value Model Map, evidencing initiative investment across 3 programmes</i></p>	<p><b>#8 Progress Industry Inclusion</b></p> <p><i>by launching a Neurodiversity Network, engaging 25% of Kervers in inclusive ways of working</i></p>	<p><b>#11 Increase Climate Change Literacy</b></p> <p><i>by Publishing the Environmental Impact of our top 10 suppliers, by spend</i></p>	<p><b>#14 Lead Change Transparently</b></p> <p><i>by creating a Unified Supplier Assurance process, embedding accountability, highlighting adverse DD</i></p>
<p><b>#3 Increase Positive Community Engagement</b></p> <p><i>by organising 5 Impact-Focussed Sustainability Events, one for each of our sustainability themes</i></p>	<p><b>#6 Support the Most Vulnerable</b></p> <p><i>in wider society by Donating 1% of Profit to charitable causes that matter to our people</i></p>	<p><b>#9 Develop Diverse Talent</b></p> <p><i>with a Women@kerv-led Sponsorship Programme, that grows future leaders from underrepresented groups</i></p>	<p><b>#12 Mobilise for Collective Climate Action</b></p> <p><i>by creating a Climate Action Hub, connecting Kervers with impactful personal and team-based initiatives</i></p>	<p><b>#15 Measure More of What Matters</b></p> <p><i>by Automating Metric Compilation, creating a Sustainability Dashboard for all Kervers</i></p>

# Appendix B: Emissions Methodology

SCOPE	GHG Protocol Category	Emissions	Of Total	Methodology snapshot	Performance and data quality notes (FY24-5)
1	Direct fuel combustion	3	<1%	kWh natural gas × UK Government emissions factor	Very small source in FY25. Exit from Chertsey during FY25 has structurally pushed this towards zero going forward.
2	Purchased electricity (market-based)	5	<1%	kWh × residual mix factor × (1 - % renewables). Location-based also calculated separately using country mix factors.	Reduction is primarily procurement-driven (renewable electricity and RECs). Non-zero where renewables coverage is not currently possible (India).
3	1. Purchased goods and services	10,641	94%	Hybrid spend-based + supplier-specific: top ~90% suppliers by spend quantified; residual 10% via weighted average EF. Inflation adjustment applied to older factors. Supplier-specific data overrides spend factors where available. Contractor spend excluded and replaced using commuting proxy. Includes water (m <sup>3</sup> × supply treatment factors) and events (events × per-event EF).	Dominant driver of total footprint. Most sensitive to procurement mix, supplier data availability, and the contractor adjustment approach. FY25 strengthens accuracy through broader supplier coverage and greater use of supplier-specific data. Year-on-year movement interpretation requires care because in-part changes are likely to reflect improved measurement and not just shifts in underlying emissions.
3	3. Upstream fuel and energy-related	1	<1%	kWh × (well-to-tank factors + transmission & distribution factor) excluding combustion already counted in S1/ S2	Very small in FY25. Strongly influenced by renewable electricity transitions and property/ energy data quality.
3	5. Waste generated in operations	14	<1%	Actual weights + disposal routes where available; otherwise modelled estimates scaled to site size. Waste type × treatment method EFs.	Increase assumed to be better-data opposed to a real-world jump: expanded site coverage and more measured weights has improved accuracy and reported emissions. Remains immaterial to total.
3	6. Business travel	431	4%	Mixed method: distance-based where available; spend-based factors where not. Employee vehicles treated via reimbursement-to-distance logic; other travel via spend × EF.	Meaningful contributor. Mixed input types (distance + cost) reduces consistency. Standardising on distance-based activity data across is an upcoming objective.
3	7. Employee commuting	258	2%	Employee survey: commuting days × journey distance × mode-specific EF, then scaled to total headcount to correct for survey non-response.	Material enough to care about, but still small vs PG&S. Sensitive to survey response bias and scaling assumptions, not least whether commute patterns of respondents match non-respondents.
3	8. Upstream leased assets	5	<1%	Same approach as Scope 2, but allocated to buildings outside direct operational control	Small. Sensitive to knowing which sites are truly renewable-backed and how that is evidenced (contracts/RECs).

**Boundary note** (omitted Scope 3 categories): Scope 3 Categories 4 (Upstream transportation and distribution) and 9 (Downstream transportation and distribution) are intentionally omitted, having been assessed as negligible for our operating model and materially embedded within Scope 3 Category 1 (Purchased goods and services). This treatment has been discussed with and agreed by the SBTi as part of our near-term target assessment and approval.

**Scope 3 completeness statement** (included subset): Scope 3 totals reported here represent the included sources listed in this inventory and should be interpreted in that context.

**Category 1 embedding clarification:** Where logistics and distribution impacts arise through supplier delivery and service provision, these are captured within suppliers' upstream footprints and reflected through Category 1 (Purchased goods and services) emission factors and supplier-specific data where available.

**Materiality and review commitment:** Scope 3 screening is reviewed annually and Categories 4 and/or 9 will be incorporated in future inventories if they become material, if data quality improves, or if reporting requirements change.

**Comparability note** (method changes): Method changes that improve accuracy (for example supplier coverage, supplier-specific overrides, and contractor treatment) may reduce direct comparability to prior years; such changes are disclosed alongside performance commentary.



# The power of technology for good

## APPENDIX C: Impact Assessment Scope

Our default parameters for consistent and comparable measurement and disclosure

### Quality

- ▶ **Methodology Alignment**  
Metrics are defined and measured against our programme OKRs in-line with recognised ESG frameworks and sector-specific comparison data, where available.
- ▶ **Data Integrity**  
Processes are in place to validate, reconcile, and maintain accuracy of all reported impact data, using a four-eyes principle (as a minimum).
- ▶ **Independent Assurance**  
Wherever practical, independent verification and review with leading standards bodies and/ or specialist consultancy is sought.

### Geography

- ▶ **Default Scope**  
Impact assessment covers the full/ global organisation, unless otherwise specified.
- ▶ **Regional Splits**  
Where regional reporting is applied, UK and the Rest of the World (RoW) are combined, with India reported separately (in-line with our B Corp Impact Assessment methodology).
- ▶ **Boundary Definition**  
Includes impacts from all owned and directly controlled operations within each defined region; excludes indirect impacts unless explicitly stated (e.g. supply chain influence).

### Chronology

- ▶ **Reporting Window**  
The period in which initiative performance is measured for disclosure is aligned with our previous financial reporting cycle.  
Currently FY25, Apr 24 → Mar 25.
- ▶ **Comparison Window**  
The equivalent period from the prior year, used for year-on-year performance evaluation.  
Currently FY24.
- ▶ **Baseline Window**  
The initial reference period used to establish starting values for impact measurement, against which subsequent results are compared  
Variable; initiative start-up dependent.

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