

AAB

AAB SUSTAINABILITY & ESG IMPACT REPORT 2025

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INTRODUCTION & WELCOME



NOTE FROM ALASDAIR GREEN, ESG PARTNER

Embedding ESG principles: Demonstrating our commitment and measuring impact

Demonstrating our Commitment

Over the past year, our teams have demonstrated unwavering commitment and drive, constantly striving to exceed expectations for our clients, colleagues, and the wider stakeholder community. A central aspect of this ongoing progress has been our determination to embed ESG principles at the heart of our operations, reinforcing our position as a responsible business.

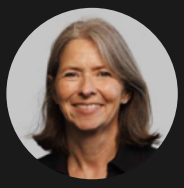
Embedding ESG in our Strategy

In 2025, we made a significant shift toward the strategic development and integration of key ESG and sustainability priorities across our business operations. These efforts are now embedded in our broader business strategy, strengthening our focus on targeted impact and enabling us to identify opportunities for continuous improvement that create value for all stakeholders.

Measuring Performance and Progress

Our ESG performance and evaluation framework is closely aligned with internationally recognised standards, such as the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), and the United Nations Sustainable Development Goals (UN SDGs). This alignment ensures that our methodology remains relevant to our specific business needs and the professional services sector.

INTRODUCTION & WELCOME



NOTE FROM EMMA LANCASTER, CEO

A transformative year for AAB

Growth and Expansion

We are pleased to report another transformative year of growth for AAB in 2025. At the end of 2025, we have over 1,250 people across our 18 locations in the UK and Ireland, delivering professional services (accounting, tax, audit, corporate finance, HR, payroll and wealth advisory) to our clients across a wide range of sectors.

Investment and Strategic Milestones

In 2025 we achieved a major milestone in our growth journey by welcoming the backing and support of Goldman Sachs Alternatives, taking over from August Equity as our financial investor. This is a hugely significant and exciting stage in our evolution to become a leading provider of professional services in the UK and Irish mid-market.

Ambition and Vision

We are a highly ambitious organisation, aspiring towards further growth to develop our business, client services and career opportunities. To this aim we have developed our 2030 vision: “Going Above and Beyond Together”.

Commitment to Sustainability and ESG

Our commitment to sustainability and ESG is included within this and expressed in our operating principle to deliver Ethical Impact:

“ We care for our people and the business, enhancing our community, upholding the highest standards of integrity and compliance ”

Looking Ahead

This principle sets the tone of this year’s Sustainability & ESG Impact Report, where we outline our ongoing progress towards creating a better business for our people, planet and communities. We are proud of what we have created over many years of development and hard work, and we look forward to reporting back on our achievements in the coming years.

HOW SUSTAINABILITY IS BUILT INTO OUR STRATEGY

AAB's 2030 strategy is anchored in our vision of 'Going Above and Beyond Together'. This vision is supported by a delivery framework structured around four strategic pillars, reflecting our dedication and ambition to our team, business, and clients.

AAB 2030

GOING ABOVE AND BEYOND TOGETHER.

To be the leader in professional services serving the mid-market, empowering people and enabling clients to unlock success.

Simplify and optimise everything we do to deliver scale, improve efficiency and free up time for our clients.

Grow revenues/profits on a consistent & repeatable basis.



Build deeper relationships with clients that value what we do, so we can understand their needs.

Attract, retain and develop the best people in the right roles working as One Team.

Our strategy is delivered through six operating principles. Sustainability and ESG is delivered through the Ethical Impact principle:

ONE TEAM | PERFORMANCE CULTURE | MOMENTUM FOCUSED | DATA DRIVEN | SIMPLIFY EVERYTHING | ETHICAL IMPACT

We care for our people and the business, enhancing our community, upholding highest standards of integrity and compliance.

Our Ethical Impact principle is guided by our investor's ESG reporting framework, the results of our materiality assessment, and alignment with selected UN Sustainable Development Goals (SDGs).

MATERIALITY ASSESSMENT AND SELECTED UN SDGS

In 2024, we conducted an independent double materiality assessment to inform our ESG strategy. Workshops with five stakeholder groups—clients, investor, industry bodies, team, and board—identified key areas of focus as people, clients, governance, environment, and community. These topics were matched to relevant UN SDGs where AAB can drive impact, as shown in the table below. Refer to Appendix 1 for more details on our contribution to the SDGs.



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

AAB STAKEHOLDER MATERIAL ESG TOPICS	4 QUALITY EDUCATION	8 DECENT WORK AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION
Our people, including employment practices & people development, team member engagement & wellbeing, and diversity, equity & inclusion	✓	✓	✓		
Our clients and the impact that we have on them		✓	✓	✓	
Our governance, including board and corporate governance, and also key topics such as data privacy, cybersecurity, business ethics, compliance and risk management	✓		✓	✓	
Our impact on and of climate change, resource use, circularity, waste and nature				✓	✓
Our community support and engagement	✓		✓		



OUR ETHICAL IMPACT: WE CARE FOR OUR PEOPLE AND THE BUSINESS, ENHANCING OUR COMMUNITY, UPHOLDING HIGHEST STANDARDS OF INTEGRITY AND COMPLIANCE

OUR PEOPLE

Building an engaged workforce

In 2025, Team Member and Employer Representatives were appointed across all UK and Ireland locations. Team Member Representatives play a crucial role in ensuring the perspectives and concerns of team members are acknowledged, advocated for, and supported. They also serve as a primary point of contact for guidance and collaborate with Employer Representatives to enhance communication and engagement.

We foster ongoing, transparent communication with our team members through monthly global gatherings, where key business updates are discussed, challenges addressed, and events promoted. Each session highlights an element of our strategic plan, and all employees, irrespective of their position, are invited to contribute. Local gatherings led by site or office leaders provide updates and facilitate discussions on regional matters relevant to their teams.

Furthermore, a digital internal communication platform enables us to share updates from various departments, and groups as well as essential Operational Support information.

AN ENVIRONMENT FOR BELONGING, GROWTH, AND SUCCESS

We welcome candidates from all backgrounds who demonstrate a commitment to learning and professional development, as well as dedication to delivering exceptional service to clients. Our company is committed to equal opportunities and actively encourages diversity through targeted DE&I programs.

We strive to create an environment in which everyone feels a sense of belonging at AAB—from those beginning their careers to individuals in leadership positions. This principle extends to our clients and stakeholders who engage with us.

Recognising the value of diversity, we understand that innovative teams benefit from varied perspectives, improved problem-solving capabilities, and greater agility in challenging situations. Accordingly, our priorities are to:

- Demonstrate inclusive leadership
- Educate, raise awareness and share expertise
- Attract and retain diverse talent
- Establish clear pathways and development opportunities
- Leverage data to inform and evaluate diversity and inclusion initiatives

To address specific topics and encourage business-wide dialogue, we have established forums and support groups for team members, including Menopause & Perimenopause, LGBTQ+, Neurodiversity, and Working Families.

AAB is proud to offer comprehensive learning and development programs for young professionals entering the sector. Our fully funded graduate training program supports recent university graduates through to qualification. For school leavers seeking a career in accountancy and business advisory without attending university, our apprenticeship program provides full funding for training and generous study leave. Additionally, we offer work experience programs, summer internships, and placement years to inspire the next generation and broaden their career horizons.





OUR BUSINESS



Sharing our experiences and lessons learned, and supporting our clients

As an organisation with established strategic ESG priorities, we acknowledge the complexities businesses encounter within the rapidly evolving sustainability and ESG landscape. Our practical experience demonstrates that these challenges also present notable opportunities for advancement and innovation.

By proactively monitoring legislative developments and addressing rising expectations from consumers, investors, employees, and regulators, organisations can enhance resilience, strengthen competitiveness, foster lasting relationships, and generate long-term value. We consistently share our experience and insights with our clients, including key lessons learned.

Our Sustainable Business & ESG client services

The Sustainable Business & ESG team provides tailored support for companies pursuing their sustainability objectives, facilitating progress and positive outcomes amid challenges.

Our specialists assist clients in positioning their businesses for sustainable transformation, ensuring compliance and driving strategy toward profitable and meaningful growth.

With extensive expertise, our team is equipped to guide businesses in meeting stakeholder requirements and regulatory obligations.

Section 172 statement

We publish our strategic report and Section 172 statement as part of our financial reporting, encompassing all AAB Group entities. The submission of these documents offers stakeholders assurance regarding our directors' commitment to transparency and accountability, confirming that decisions are balanced and considerate of broader interests beyond profit.

Our impact on the environment

Our sustainability team leads environmental stewardship initiatives throughout the organisation and is present in every office. Acting as sustainability ambassadors, they engage colleagues, suppliers, and clients in environmental management efforts and regularly report progress to AAB leadership.

Our objectives include surpassing legislative standards by minimising waste, improving recycling, and maximising resource efficiency. Additionally, we are dedicated to reducing energy and water consumption, advancing low-carbon travel options, and integrating sustainable products and services.

Carbon Emissions

AAB transparently discloses operational emissions in accordance with the Greenhouse Gas Protocol. Starting in 2025, the principal reporting boundary shifts to a calendar-year basis to meet new investor requirements, though financial-year data will remain available for regulatory purposes, including streamlined energy and carbon reporting (SECR) for UK-based operations.

While emission categories for Scopes 1, 2, and 3 remain consistent across reporting periods and previous years, recent mergers and acquisitions have broadened our organisational boundary, adding new offices and employees in both the UK and Ireland. Consequently, AAB has established a Baseline Recalculation Policy to ensure that emissions calculations accurately reflect operational control during expansion.

These structural changes, combined with enhancements in software systems, data quality, and methodology, designate 2025 as the new baseline year. The current dataset is undergoing limited assurance by AAB's group auditor to verify the accuracy of carbon data per investor standards, with the assurance report expected in late April. Carbon disclosures will be updated as necessary following this review.

These improvements reinforce AAB's ongoing carbon reduction initiatives and support strengthened future disclosure practices.

In 2025, Scope 1, 2 & 3 (market-based scope 2 emissions) increased by 49.6% compared to FY 24/25, rising from 1,284.04 tCO2e to 1,920.78 tCO2e.

Scope 1 emissions—comprising natural gas and fuel oil procured for company offices—rose by 21.8%, from 71.33 tCO2e to 86.90 tCO2e. Including building fuel at serviced offices, emissions increased by 37.8% to 98.29 tCO2e.

Scope 2 emissions (market-based), representing purchased electricity, decreased by 73.4% to 49.34 tCO2e from 185.67 tCO2e. When factoring in serviced offices, emissions dropped by 44.3% to 103.33 tCO2e, primarily due to increased renewable electricity procurement and methodological refinements. Overall, combined Scope 1 and 2 emissions fell by 47%, or 21.5% when serviced office fuel and electricity are considered.

Scope 3 emissions grew by 73.8%, from 1,025.99 tCO2e to 1,784.54 tCO2e, driven mainly by higher activity levels and improved reporting in an expanding organisation. Business travel emissions rose by 38.7% to 470.51 tCO2e, and employee commuting increased by 95.5% to 1,199.59 tCO2e, reflecting workforce growth and expanded data collection, including car size and homeworking emissions.



GREENHOUSE GAS EMISSIONS DATA

Reported in accordance with the GHG Protocol

	Emission category	All GHG (tCO_2e)
1	**Scope 1 - Direct Emissions**	**86.90**
1.1	Stationary Combustion	86.90
2	**Scope 2 - Indirect Emissions**	**49.34**
2.1	Purchased Electricity Market Based Location Based	 49.34 202.05
3	**Scope 3 - Upstream Indirect Emissions (Value Chain)**	**1,784.54**
3.1	Purchased Goods and Services (water only)	1.14
3.3	Fuel-and Energy-Related Activities	33.19
3.5	Waste Generated in Operations	14.73
3.6	Business Travel	470.51
3.7	Employee Commuting	1,199.59
3.8	Leased Assets as a Lessee	65.38
Total GHG Emissions		**1,920.78**

	FY 24/25 (tCO2e)	CY 2025 (tCO2e)
Scope 1	71.33	86.90
Scope 2 (Market-based)	185.67	49.34
Scope 3	1,025.99	1,784.54
Total tCO_2e	1,282.99	1,920.78





ENHANCING OUR COMMUNITY



"FROM JANUARY TO DECEMBER 2025, WE ARE PLEASED TO REPORT DONATIONS TOTALLING £100,000 TO COMMUNITY CAUSES."

AABIE: SUPPORTING OUR COMMUNITIES

We recognise the significance of supporting the communities within which we operate. Through our charitable initiative, AABIE[1], our objectives include alleviating poverty, promoting equality and diversity, fostering religious or racial harmony, and assisting individuals affected by age, ill health, disability, or financial hardship.



Since its inception, AABIE has contributed over £510,000 to community charities, funded through team-led fundraising activities and our annual AABIE Ball. The initiative accepts applications throughout the year, providing support to a diverse range of community projects. Oversight is provided by a Board of Trustees comprised of current and former AAB members and chaired by founding partner Sheena Anderson. Applications are reviewed quarterly, in accordance with funding criteria that ensure meaningful impact.

In 2025, total donations amounted to £100,000, reflecting an increase in the charity's reach, as evidenced by the 201 grant applications received during the past year. Throughout the year, AABIE supplemented funds raised by team members with an additional £9,500, supporting numerous initiatives. We actively encourage individuals to contribute to causes of their choice within their local communities. Team member fundraising activities included marathons, hiking, swimming, kilt walks, and independently organised events.

aab.uk/aabie/

FUNDRAISING FOR AABIE

In June 2025, we hosted the annual AABIE charity ball in Leeds, raising £45,000 through a silent auction, live auction, and a highly anticipated golden ticket prize draw for Wimbledon Centre Court Tickets. The event was a significant accomplishment, and preparations are underway for the next annual ball, which will be hosted by our Glasgow team.

Later in the year, following investment in AAB from Goldman Sachs, we were fortunate to be able to donate £175,000 to AABIE from the proceeds of the sale of shares. This delivered a powerful conclusion the year and is a testament to what we can achieve together.

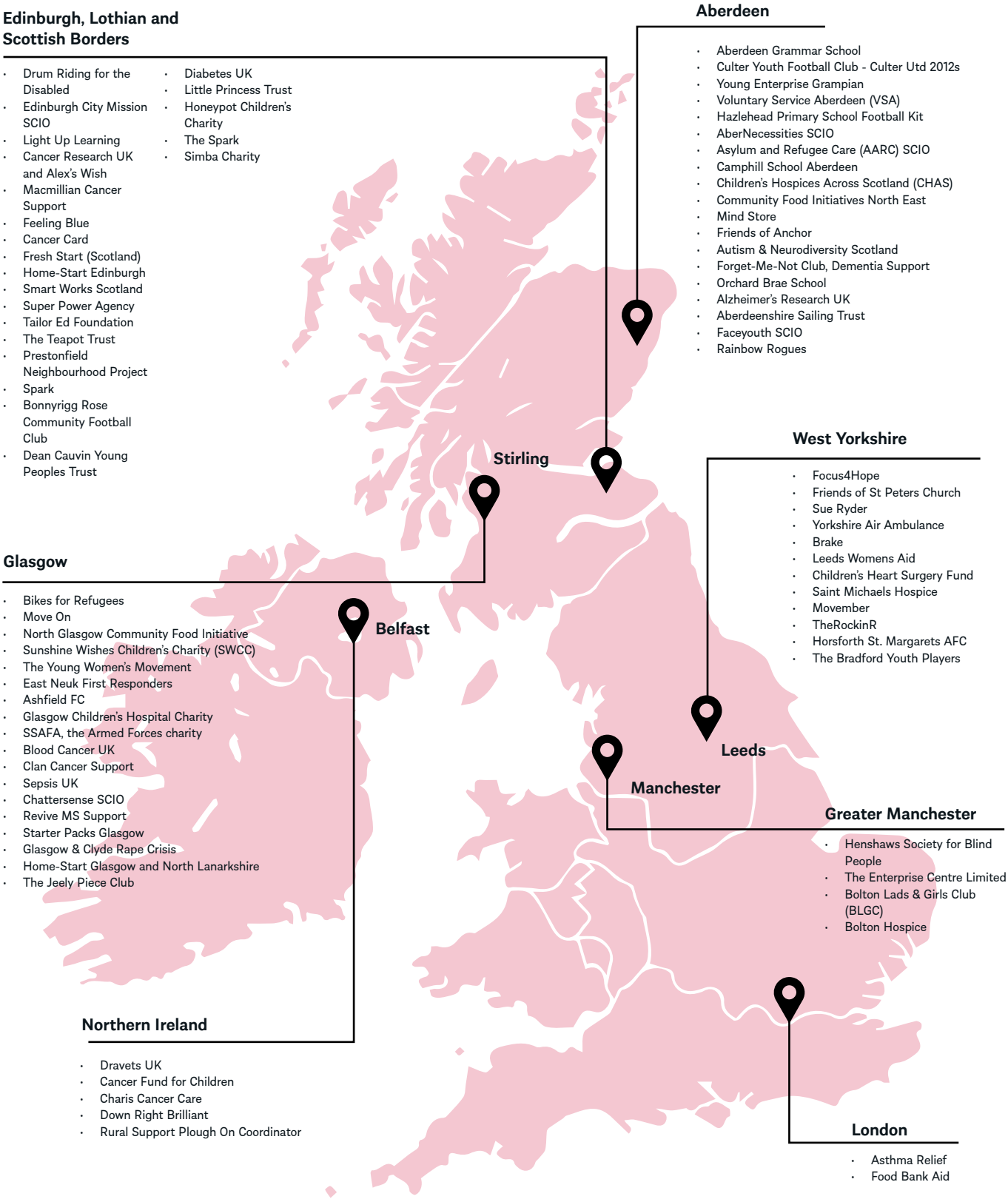
Additional fundraising events were held throughout the year in each of our offices where local social committees integrated AABIE into their programming, promoting broad participation. Total funds raised by AABIE throughout the year were £320,000.

VOLUNTEERING

In 2025, our team contributed 1,247 hours of volunteering, equivalent to 166 working days. All staff are entitled to one paid day off annually to volunteer for a cause of their choosing. This year's activities included gardening at local scout huts, writing Christmas cards for Chest Heart & Stroke Scotland, litter picking, among others. Volunteer days also serve as opportunities for teams to connect outside of daily routines, strengthening relationships while supporting their communities.



AA3IE CHARITABLE INITIATIVE



Edinburgh, Lothian and Scottish Borders

- Drum Riding for the Disabled
- Edinburgh City Mission SCIO
- Light Up Learning
- Cancer Research UK and Alex's Wish
- Macmillian Cancer Support
- Feeling Blue
- Cancer Card
- Fresh Start (Scotland)
- Home-Start Edinburgh
- Smart Works Scotland
- Super Power Agency
- Tailor Ed Foundation
- The Teapot Trust
- Prestonfield Neighbourhood Project
- Spark
- Bonnyrigg Rose Community Football Club
- Dean Cauvin Young Peoples Trust
- Diabetes UK
- Little Princess Trust
- Honeypot Children's Charity
- The Spark
- Simba Charity

Aberdeen

- Aberdeen Grammar School
- Culter Youth Football Club - Culter Utd 2012s
- Young Enterprise Grampian
- Voluntary Service Aberdeen (VSA)
- Hazlehead Primary School Football Kit
- AberNecessities SCIO
- Asylum and Refugee Care (AARC) SCIO
- Camphill School Aberdeen
- Children's Hospices Across Scotland (CHAS)
- Community Food Initiatives North East
- Mind Store
- Friends of Anchor
- Autism & Neurodiversity Scotland
- Forget-Me-Not Club, Dementia Support
- Orchard Brae School
- Alzheimer's Research UK
- Aberdeenshire Sailing Trust
- Faceyouth SCIO
- Rainbow Rogues

West Yorkshire

- Focus4Hope
- Friends of St Peters Church
- Sue Ryder
- Yorkshire Air Ambulance
- Brake
- Leeds Womens Aid
- Children's Heart Surgery Fund
- Saint Michaels Hospice
- Movember
- TheRockinR
- Horsforth St. Margarets AFC
- The Bradford Youth Players

Glasgow

- Bikes for Refugees
- Move On
- North Glasgow Community Food Initiative
- Sunshine Wishes Children's Charity (SWCC)
- The Young Women's Movement
- East Neuk First Responders
- Ashfield FC
- Glasgow Children's Hospital Charity
- SSAFA, the Armed Forces charity
- Blood Cancer UK
- Clan Cancer Support
- Sepsis UK
- Chattersense SCIO
- Revive MS Support
- Starter Packs Glasgow
- Glasgow & Clyde Rape Crisis
- Home-Start Glasgow and North Lanarkshire
- The Jeely Piece Club

Greater Manchester

- Henshaws Society for Blind People
- The Enterprise Centre Limited
- Bolton Lads & Girls Club (BLGC)
- Bolton Hospice

Northern Ireland

- Dravets UK
- Cancer Fund for Children
- Charis Cancer Care
- Down Right Brilliant
- Rural Support Plough On Coordinator

London

- Asthma Relief
- Food Bank Aid

UPHOLDING HIGHEST STANDARDS OF INTEGRITY AND COMPLIANCE

COMPANY STRUCTURE

Strong governance underpins our ESG programme and has evolved alongside our growth. In 2025, investor ownership transitioned from August Equity to Goldman Sachs Alternatives. The Topco Board leads AAB, with members from Goldman Sachs, a Senior Non-Executive Director, and five AAB Executive Directors. Reporting to the Board is the Group Executive Team, which manages key operations and ESG strategy delivery, led by the CEO. This team includes Topco Executive Directors, two additional Executive Directors, and divisional heads. All acquisitions are integrated through a structured programme aligned with company policies and procedures.

GOVERNANCE STATEMENT

AAB is committed to integrity, compliance, and strong governance, recognising their importance for long-term success. The Topco Board oversees ethical standards, risk frameworks, and compliance, supported by regular reviews with management and the Business Protection Team. New risk frameworks and the Business Protection Team were established in 2024.



POLICY MANAGEMENT

Senior management ensures all policies remain current and comply with legislation. Policies are accessible to employees, with comprehensive training provided during induction and annually. Updates are communicated promptly. Key documents such as the ESG Policy, Gender Pay Gap Report, and Modern Slavery Statement are publicly available.

We have reduced our Gender Pay Gap from 21.82% in 2022/2023 to 13.10% in 2023/2024. Ongoing efforts focus on consolidating acquisitions and understanding our workforce to drive sustainable improvement.



AAB'S CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS



- In 2025, we supported 66 graduates, apprentices, and interns in the UK and Ireland as they gained work experience alongside their studies.
- At AAB, team members set development goals, which line managers regularly review to foster career growth.



- We provide comprehensive training and career development opportunities, including fully funded programmes for both graduates and school leavers.
- To promote work–life balance, flexible, hybrid, and remote working arrangements are offered whenever feasible.



- Employees with more than one year of service are eligible for extended maternity and paternity leave, and Neonatal Care Leave has been implemented to assist parents whose infants require specialized medical attention.
- Our charitable program supports communities by providing funding for educational initiatives, essential resources for families, meals for youth, and contributions to local food banks. These efforts are further strengthened by the volunteer involvement of our team members.



- IT devices are refurbished and donated or sold for charity or recycled if unusable.
- We focus on recycling in our offices to minimise landfill waste.



- We have prioritised transitioning our electricity contracts to renewable sources. In addition, both our Bishopbriggs and US offices are equipped with solar panels that generate electricity for the grid.
- According to our most recent commuter survey from February 2026, 11% of our team now travel by Electric, Hybrid, or Plug-in Hybrid vehicles. Another 32% commute sustainably by cycling, taking public transport, or walking. For business trips, our booking system highlights options with the lowest emissions for transportation and accommodation.



GROWING SUSTAINAABLY TOGETHER

AAB is committed to excellent service and strong ESG performance. This year's report outlines our goals to manage our impact and improve sustainability, working closely with stakeholders to make our ESG vision a reality.

AAB

AABSOLUTELY DEDICATED TO HELPING YOU ACHIEVE YOUR GOALS

www.aab.uk