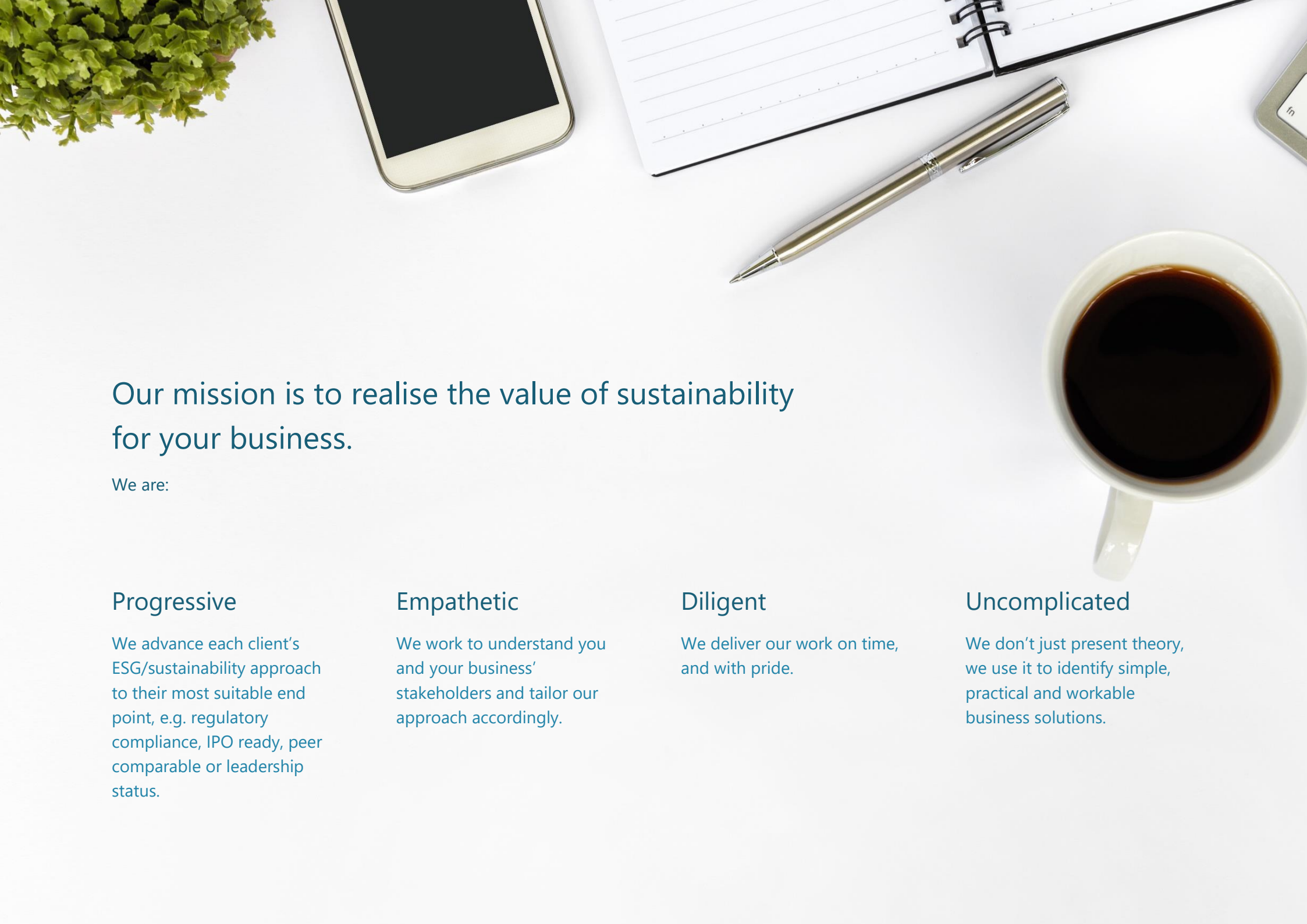


# RAWSTONE CONSULTING CREDENTIALS

**Rawstone Consulting** is a boutique ESG and **sustainability consultancy** specialising in helping medium and large companies with **strategy, implementation and reporting.**

We are practical and deliver bespoke work. As previous **in-house** sustainability **experts** with **cross-sector expertise**, we know how to develop **truly deliverable and unique strategies.**



## Our mission is to realise the value of sustainability for your business.

We are:

### Progressive

We advance each client's ESG/sustainability approach to their most suitable end point, e.g. regulatory compliance, IPO ready, peer comparable or leadership status.

### Empathetic

We work to understand you and your business' stakeholders and tailor our approach accordingly.

### Diligent

We deliver our work on time, and with pride.

### Uncomplicated

We don't just present theory, we use it to identify simple, practical and workable business solutions.

Our core team are in-house sustainability experts who now apply their decades of multi-sector experience to consultancy projects.

We are a close and collaborative team. Caroline has an environmental specialism and Paula a social one. Supported by Emily, together we deliver sustainability strategies that span the breadth of environment, social and governance issues.



**Caroline Johnstone**

Managing Director

- 10+ years ESG experience.
- Member of the Saint Gobain UK & Ireland Stakeholder Advisory Panel; Previously a Board member of the Supply Chain Sustainability School.
- CFA ESG Investing qualification



**Paula Sullivan**

Project Director

- 20+ years in-house ESG experience, including for a \$26bn Fortune 500 IT Company.
- Member of the ICRS and the All-Party Parliamentary Corporate Responsibility Group (APCRG).



**Emily Penticost**

Business Coordinator

- Background in account management and sales.
- Highly organised and motivated business coordinator who supports project delivery and reporting.

**“Rawstone Consulting's ESG knowledge and expertise helped to create an ESG strategy that was reflective of Together.”**

Gerald Grimes, CEO Designate at Together Financial Services

**“The project work was run smoothly, with feedback and recommendations delivered on time and to a very high standard.”**

Sarah Kirton, Group Sustainability Director at Gamma

## Our services

### 1. Strategy

We are first and foremost an ESG strategy company. We conduct sustainability materiality exercises and develop business-specific ESG strategies with clear targets and step-by-step actions for their delivery.

### 2. Implementation

We aim to empower our clients to be able to deliver their own sustainability strategies. However, where the resource capacity isn't there, we can support by delivering specific projects or being the on-hand sustainability expert through our retainer model.

### 3. Reporting

We produce stakeholder appropriate, legislatively compliant and best-practice aligned content for your ESG reporting - website, Annual Report, ESG rating schemes, etc.



## Strategy in focus



### Materiality

Sustainability is broad and companies can't do it all. In the materiality stage we filter down the wide range of economic, environmental and social issues to a handful of ESG priorities – those issues that truly reflect the business risks and opportunities, and the priorities of key stakeholders (customers, investors, etc.). We do this primarily through internal interviews – using the in-house knowledge of stakeholder views as a cost-effective way of understanding external perspectives - which also enables us to really get to know your business.



### Strategy development

We develop comprehensive strategies that are structured to drive improvements in ESG priority areas, whilst also addressing governance and ESG fundamental issues – the framework that ensures ESG is embedded throughout the organisation and the policy, data and reporting good practice and legislative fundamentals. What sets our strategies apart is their deliverability. We do not just present 'what' to do, we give the 'why' and the 'how' too, equipping you with the knowledge to implement the strategy successfully.



### Communication

Stakeholders are often a key driver behind a company's sustainability journey, and employees, customers and suppliers in particular can be key participants in strategy delivery. Effectively communicating a strategy with a clear narrative, structure and messaging that engages and promotes the company is therefore vital for effective strategy delivery. We provide this framework, and an overview of the key strategy elements that are relevant to different stakeholder groups.

Breadth of expertise. We're experienced and knowledgeable in developing and implementing strategies that cover a broad range of ESG issues, including:

- Charitable activities
- Colleague engagement
- Community engagement
- Employment opportunities
- Energy & climate change
- Equality, diversity & inclusion
- Ethical sourcing and supply chain
- Green mortgages
- Health & safety
- Labour and human rights
- Local sourcing
- Modern slavery
- Training & development
- Resource use
- Responsible gambling
- Responsible marketing
- Waste
- Water
- Wellbeing



# SELECTED WORK

## Case study: Together

Together is a leading lending institution, 45 years in operation, specialising in providing finance, particularly mortgages, to underserved members of society.

Together came to Rawstone with a strong history of charitable and environmental activities, which were driven through the business by the company's 'Let's Make It Count' programme. These employee-led workstreams had been successful but after several years of operation needed a refresh. With the company also developing a new purpose, vision and beliefs, the time was right to reinvigorate the sustainability programme with a new set of targets and goals.

Rawstone Consulting were engaged to develop the new strategy. Following an in-depth materiality process, including internal interviews, ESG risk review and legislative review, we identified four priority areas, plus governance, and defined targets and actions to drive improvements in these areas. Highlights included:

- Recommendations to restructure and re-engage the Let's Make It Count programme, including specific objectives and activities. For example, to revitalise the environment-focused group we recommended participation in a national commercial energy reduction competition, which we demonstrated would likely be cost-generative.
- Development of a holistic customer sustainability offer, incorporating recommendations on green mortgages, EPC-

regulation alignment, customer education, and renewable energy solutions.

- Identification of three strategic charity partnerships all aligned to the underlying issues affecting home ownership.

**"Rawstone Consulting's ESG knowledge and expertise helped to create an ESG strategy that was reflective of Together. Caroline and Paula engaged with colleagues and other stakeholders through the process to produce targeted outputs that were unique to our business. They dedicated the time to understanding our business and our current position on ESG, before providing practical guidance on what was required to push forward with our mission to operate as a sustainable, purpose-led organization."**

Gerald Grimes, CEO Designate at Together Financial Services Ltd

## Case study: Gamesys Group

Gamesys Group is a leading on-line gaming company that was listed in the FTSE 250 prior to acquisition by Bally's Corporation in late 2021.

Gamesys contacted Rawstone shortly after listing on the London Stock Exchange to ask for help with producing a legislative compliant Annual Report that also showcased their sustainability credentials.

Rawstone worked with Gamesys on their 2019 Annual Report, producing all sustainability content including data, and liaising with the internal and design teams to effectively portray and integrate this into the report. Following this first report, we went on to support Gamesys with their website content, ESG rating scheme responses and future Annual Reports. Highlights from these activities include:

- Achievement of Prime Status in ISS' ESG Rating Scheme, an accolade awarded to only the very top performing companies in each sector.
- Achievement of the sector-highest score in the Bloomberg ESG Rating Assessment and strong performances in FTSE4Good, MSCI and VE rating schemes.
- Production of an extensive and investor-focused ESG key performance indicator report, downloadable from the company

website and containing over 100 different metrics. Annual Report 2020 aligned to legislative (Section 172(1) Statement; Non-Financial Information Statement) and best practice standards (GRI-Referenced; UN Sustainable Development Goals; UN Global Compact).



We continue to provide strategic ESG advice to Gamesys, and it's now parent company, Bally's Corporation, through our retainer programme.

**“Rawstone Consulting has been and continues to be a key partner in the ongoing development and implementation of our ESG strategy. I would be happy to recommend Rawstone to any organisation looking for help and support with its ESG strategy.”**

Kevin Clegg, Vice President of ESG at Bally's Corporation

## Case study: Continuum Attractions

Continuum Attractions operates a portfolio of heritage and entertainment attractions across the UK, including The Real Mary King's Close, Spinnaker Tower and Oxford Castle & Prison.

Having worked with Rawstone Consulting in the past, Continuum Attractions got in touch to ask for support in reviewing and developing their responsible sourcing strategy.

With a complex supply chain spanning retail/merchandise and food, Continuum Attractions needed a way to understand and prioritise their supply chain sustainability impacts in a practical way that could be delivered by their small Procurement Team. The resulting analysis and recommendations from Rawstone included:

- Categorisation of all purchased products, and analysis of their social and environmental impacts.
- Identification of suitable and readily available third party certification schemes that be used to reduce sustainability risks.
- Development of bespoke sustainability impact matrixes that give a practical guide to how sustainability impacts across the entire spend portfolio can be reduced.
- Additional detailed analysis on suppliers and products in high spend and high impact categories.

- Clear recommendations on how to improve the sustainability of their purchases, the priorities and the impacts this will have.

Food category	Dark red	Red	Amber	Green	Deep green
Meat	UK beef	Red Tractor or RSPCA assured beef, UK pig/ chicken	Red Tractor or RSPCA assured UK pig/chicken meat		
Meat products		Cheese; Non-free range eggs	Non-cheese dairy products;	Free range eggs	
Coffee	Non-Fairtrade/Rainforest Alliance coffee	Fairtrade or Rainforest Alliance coffee	Fairtrade and Rainforest Alliance coffee		
Chocolate products	0 of: Fairtrade/Rainforest Alliance/Palm oil free/RSP0 palm oil	1 or 2 of: Fairtrade/ Rainforest Alliance/Palm oil free/RSP0 palm oil	3 of: Fairtrade/Rainforest Alliance/Palm oil free/RSP0 palm oil		
Fish/seafood		Non-MSD certified	MSD certified		
Cold drinks		Non-recyclable packaging; Palm oil	Recyclable plastic packaging; RSP0 or palm oil free	Glass/metal/other non-plastic packaging & palm oil free	
Processed food incl. bread, crisps, cakes, ice-cream etc.		Palm oil	RSP0 palm oil	Palm-oil free, UK made	
Tea			0 or 1 of Fairtrade/ Rainforest Alliance/plastic free	2 or 3 of: Fairtrade/ Rainforest Alliance/plastic free	
Sugar			Non-Fairtrade sugar	Fairtrade sugar	
Milk alternatives			Soy/almond milk	Oat milk	
Fruit/veg			Non-Fairtrade bananas	Fairtrade bananas	Other fruit/veg

**“We work with Rawstone Consulting because they tailor and apply their extensive sustainability expertise to our business. They understand us, and they make recommendations that work for us and have real sustainability impact.”**

Paul Mahy, Group Operations Director at Continuum Attractions

## Case Study: Babington College

Founded in 1974, Babington provides high-quality training across a growing number of sectors, from accounting to technology. Their mission is, “to be globally recognised as a valued and trusted partner unlocking potential through a bold passion for learning”.

Private equity owned Babington contacted Rawstone Consulting with a view to future-proofing their business – they wanted an ESG strategy aligned to their current stakeholders (employees, customers and investors), but that would also open the widest pool of investors for future eventualities. Importantly, they also wanted to enhance their website communication on sustainability and to integrate sustainability into the customer training courses.

As an experienced client, Babington were already aware of their sustainability impacts, and therefore only a light-touch, interview based materiality exercise was conducted to re-establish priority ESG issues. Based on this a strategy was developed around the themes of learners & customers, employees, governance, communities, and environment & climate change. Strategy highlights included:

- Recommendations to integrate ESG into the company website – including page-specific advice on narrative and content to insert/amend.
- Development of a [Code of Conduct](#) to immediately showcase existing ESG policies, thus enabling investors to quickly verify that Babington meets relevant minimum ESG standards.

- Analysis of existing training course content and grouping into four categories. For each category we outlined high-level sustainability content which would be suitable for that course/audience.
- Development of equality, diversity and inclusion, and wellbeing strategies.

Since completion of the strategy work we have continued to support Babington on the implementation of specific projects, including their [PPN 06/21 Carbon Reduction Plan](#).

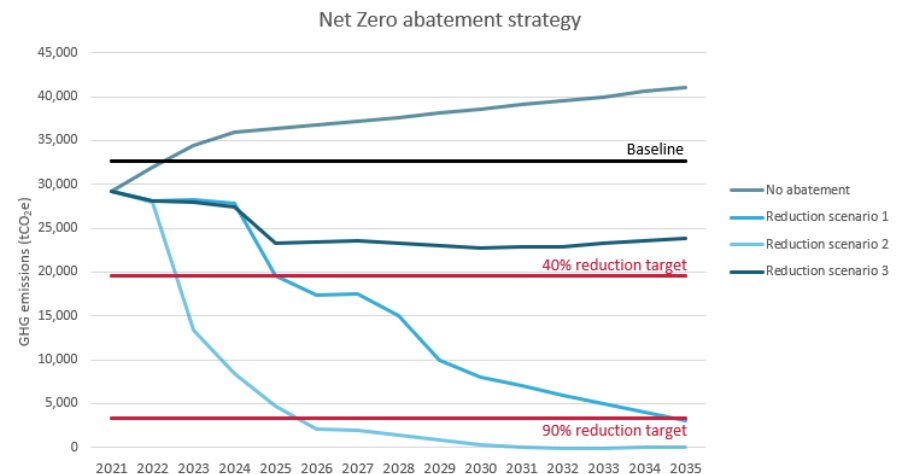
**“Rawstone Consulting provided invaluable expertise during the development of our five year ESG strategy, with excellent knowledge around the development of our management information, through to impactful activities we have incorporate into our long term plans. We will be working together again in the future as we continue to evolve our strategy.”**

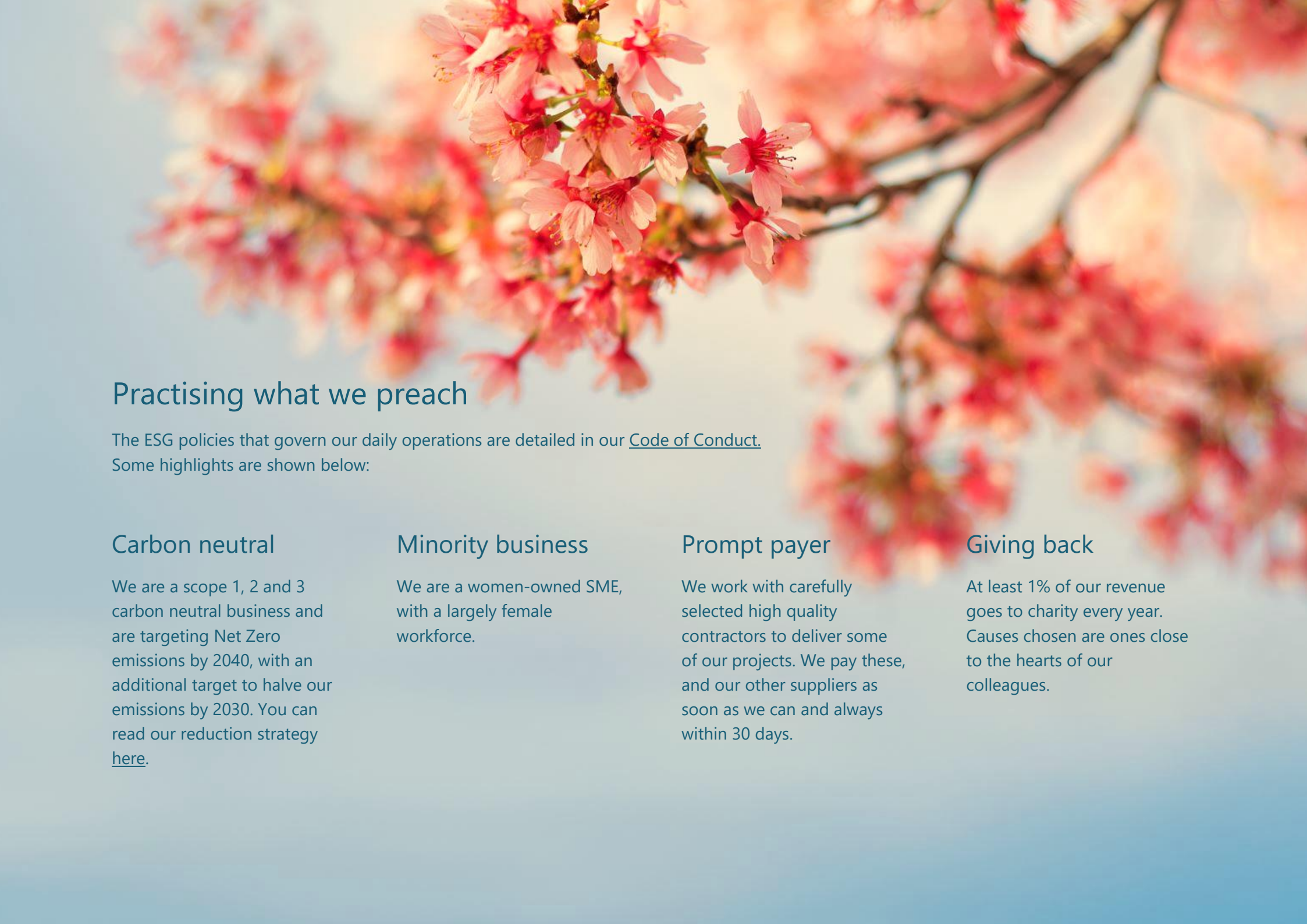
Jonathan Gallie, People and Talent Director at Babington

## Case study: Climate Change

Our ESG strategies span the breadth of sustainability issues but one issue that comes up repeatedly is climate change. We work with clients to de-mystify greenhouse gas (GHG) emissions measurement and set appropriate targets. Our capabilities in this area include:

- Measurement of scope 1 (direct), scope 2 (electricity) and scope 3 (indirect) GHG emissions.
- Supporting clients through external verification of GHG emissions data by a third party (e.g. ISO 14064-3).
- Recommendations for appropriate short, medium, and long-term climate change targets, including (as appropriate) science-based targets, carbon neutral targets, carbon net zero targets, reduction targets and management targets.
- Development of carbon reduction strategies. We have developed a model to enable us to visually present likely emission growth and reduction trajectories. This tool allows us to recommend suitable and achievable reduction targets and highlights the areas for future work in reduction plans. We've used this tool with several clients, including to develop the scope 1 and 2 Net Zero Strategy for a high impact FTSE 100 business.
- Development and submission of targets to the Science-Based Target Initiative, both for their Near-Term Standard and their new Net Zero Standard.
- Development and implementation of carbon offsetting programmes to achieve carbon neutral and/or net zero status.
- Task Force on Climate-Related Financial Disclosures (TCFD) risk reviews and reporting.





## Practising what we preach

The ESG policies that govern our daily operations are detailed in our [Code of Conduct](#). Some highlights are shown below:

### Carbon neutral

We are a scope 1, 2 and 3 carbon neutral business and are targeting Net Zero emissions by 2040, with an additional target to halve our emissions by 2030. You can read our reduction strategy [here](#).

### Minority business

We are a women-owned SME, with a largely female workforce.

### Prompt payer

We work with carefully selected high quality contractors to deliver some of our projects. We pay these, and our other suppliers as soon as we can and always within 30 days.

### Giving back

At least 1% of our revenue goes to charity every year. Causes chosen are ones close to the hearts of our colleagues.

## CONTACT US

[info@rawstoneconsulting.co.uk](mailto:info@rawstoneconsulting.co.uk)

01869 254015

[www.rawstoneconsulting.co.uk](http://www.rawstoneconsulting.co.uk)

