

Our commitment to being a responsible business (including TCFD)

Beyond goals to adoption

We conducted a comprehensive review of our ESG activities in the first half of the year, aligning our approach with key stakeholder priorities. This has resulted in a refresh of our ESG strategy. We will broaden our Diversity agenda to focus on diversity of experience and inclusion. In addition, we shall introduce some fresh ESG initiatives to support the Group's brand positioning as a STEM workforce consultancy.

Although work has started on realising this refreshed strategy, this year's report provides progress updates against our existing priorities for which we have a full year's data.



As ESG Lead, my mission is to turn sustainability commitments into tangible actions that create long-term value. ESG is not just a compliance requirement – it's a strategic driver that shapes how we manage our facilities, mobility, and resources to reduce environmental impact while enhancing employee well-being. By embedding ESG principles into every decision and encouraging volunteering initiatives such as community projects and social support programmes, we amplify our positive impact on society, strengthen employee engagement, and build a culture of shared responsibility.

Lamia Berkane
Facility & Mobility Manager, STthree France

Targets and progress

The following chart outlines the ESG targets that we report against externally. Two targets – 'Doubling the share of our global renewables business by FY24' and the 'To positively impact 150,000 lives by FY24' – have been achieved. As these are now built into the fabric of our business and considered business-as-usual, we do not plan to report against them. Two targets remain from previous years:

- Carbon emissions: we have a long-term SBTi target to be net zero by 2050, supported by near-term targets to reduce Scope 1 and 2 emissions by 77% and reduce Scope 3 emissions by 50% by 2030 from a 2019 baseline.
- Gender representation: this is a global target to increase representation of women in leadership to 40% by 2025 and applies to our ExCo and ExCo minus one leadership teams.

+ Further reading: see our Identify case study on our website.



Target



Carbon reduction

Progress

41% decrease in absolute emissions from 2019 (baseline years).

40% reduction in Scope 1 & 2 and **41%** reduction in Scope 3 in FY25 from 2019 (baseline year).

Continued offsetting of Scope 1 and 2 carbon emissions.

Activities in 2025

A cross-functional net zero working group (mobilised in FY24) continued to implement the net zero transition plan this year focusing on data quality, car fleet and property as a priority. Work was undertaken this year to launch a new carbon accounting platform which will elevate our sustainability reporting in FY26 and beyond.

For more details, see the TCFD section on page 62.

Alignment to strategic pillars

Platform

Sustainable Development Goals



Gender representation (40% target for women in leadership)

Representation of women in leadership: 37% in ExCo and Exco-1 in line with 2024.

Provided external mentoring for eight, high-potential saleswomen to support future sales leadership development.

29 women graduated from the fourth cohort of our Identify leadership accelerator talent development programme.

97% of women participated in the fourth cohort retained.

21% of women in the fourth cohort promoted.

People



Social



Giving back is a part of growth. Volunteering helped me understand how teamwork and kindness can make something great. It’s rewarding to be a part of something that inspires and supports others.

Vy Nguyen Delivery Engineer SThree Japan



Upskilling for future growth
Hours of training delivered

20,767

People development

The focus this year was on utilising development opportunities offered by our new technology platform. We delivered sales training on the new processes and designed workshops to cascade best practice. You will find more detail on these initiatives in the People section of this report – see pages 32 to 34.

Training covering business ethics, health and safety, cyber security, data protection, anti-bribery & corruption and essential legal knowledge was mandatory for all employees.

A career with purpose for everyone

We are committed to developing our people and nurturing an environment in which everyone can thrive and reach their potential. A new performance management framework was rolled out to support ExCo level managers in developing their teams thus creating a positive, energetic and collaborative sales environment. In parallel, we launched a series of bite-size learning modules to support personal development planning conversations between managers and direct reports. For more details, see the People section on page 32.

Further reading: see our Aleto Foundation case study on our website.



Key to our success in achieving our ESG goals is listening and acting on the priorities and attitudes of our people. We ran our colleague survey in November. This survey generates an eNPS that provides us with an employee satisfaction measure that can be compared to our peers in the sector and reveals topics of most concern to our people. We also delivered three Board level focus groups and conducted pulse surveys.

447 colleagues attended our four internal Global Connect events this year to create awareness, support inclusion and celebrate difference: International Women’s Day, Pride, Inclusion and Mental Wellbeing. This was supported by speaker participation from our senior leadership team and colleagues. For more details, see the Employee Engagement section on page 102.

Further reading: see our University of Edinburgh case study on our website.





Investing in our community

Every SThree colleague receives up to 40 hours’ paid leave to volunteer and this year we introduced a focus on learning whereby 15 hours could be used for training and education on ESG topics.

A new volunteer policy was launched this year, to more closely align with our business priorities but also reflect what matters most to our people.

Further reading: see our Community Impact Map on our website.



Metrics tracked include hours volunteered in local communities for environmental causes and participation in skills-based activities. We continue to assist underrepresented groups with career development through career support volunteering that helps address employment inequality and close the STEM skills gap.

Key focus areas and achievements

The following table highlights key areas of focus within our People and Culture strategy and their associated achievements and metrics.

People and Culture Focus Area	Employee Net Promoter Score (eNPS) Target is to increase eNPS to between the median and top quartile in professional services sector	Employee listening	Volunteering	Training & development	Investing in diversity
Achievements/ Metrics	21 eNPS (FY24: 35) which places SThree in the middle of the Professional Services Industry benchmark. 77% completion rate	Three Board level focus groups delivered in FY25 AIR pulse survey completion rate: 18% Comms survey completion rate: 7% EVP survey completion rate: 36%	2,653 hours volunteered 10% of employees utilising volunteer leave	Mandatory training – completion rate: 96% 97% completed H&S training 98% completed cyber security training 98% completed data protection training 98% completed anti-bribery and corruption training 69% of people have objectives and 27% personal development in place 32% of women and 37% of men have objectives in place 46% of women and 54% of men have personal development in place	16% of UK Leadership is ethnically diverse

Our commitment to being a responsible business (including TCFD) continued

Environment



Reduction in Scope 1 and 2 carbon emissions YoY

54%

Reduction in Scope 3 carbon emissions YoY

20%

Reduction in absolute carbon emissions YoY

25%

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FY25 marked a year of strong carbon reduction progress, with significant emissions reductions delivered across Scope 1, 2 and 3. This progress reflects SThree’s continued commitment to achieving our science-based net zero targets and is reinforced by maintaining a B score with Carbon Disclosure Project.

Francesca Greaves Senior Purpose and Inclusion Manager



The environment is important to our business, and we are committed to play our part in the world’s journey to net zero.

Decarbonising our business

SThree is actively transitioning to become a net zero business by FY50, and we measure our progress against Science Based Target initiative (SBTi) verified targets. A cross-functional net zero working group was mobilised in FY24 to build and implement the net zero transition plan, and a five-year roadmap has been developed focusing on four key areas, including Scope 1 & 2 (property, car fleet) and Scope 3 (business travel, supply chain). We are committed to continuous improvement in the quality of carbon emission data we report, and this has been a focus in 2025.

Further reading: see our Carbon Offsetting case study on our website.



Progress against targets

We report progress against near-term targets for Scope 1 & 2 emissions and Scope 3 emissions, as well as the overall target of becoming net zero by FY50.

Target:
To reduce Scope 1 and 2 emissions by 77% by 2030

Progress from FY19 (baseline year)

40%
reduction in absolute emissions

Target:
To reduce Scope 3 emissions by 50% by 2030

Progress from FY19 (baseline year)

41%
reduction in absolute emissions

Target:
To be net zero across Scope 1, 2 and 3 emissions by 2050

Progress from FY19 (baseline year)

41%
reduction in absolute emissions

We are proud of the recognition we receive for our sustainability efforts. Our FY25 CDP score, which measures our commitment and progress towards climate change action, was a B, which is high. We were included in the FTSE4Good Index which demonstrates our commitment to balancing purpose with performance. We also participate in EcoVadis, the global sustainability assessment platform that scores companies and rates them for their environmental, social and ethical performance. We are pleased to have increased our score within the Environmental pillar by 14 points compared to our previous submission, demonstrating continued progress on our sustainability journey.



For more details, see the TCFD section on page 62.

Our commitment to being a responsible business (including TCFD) continued
Environment continued

Our transition to net zero

In FY23, we announced our SBTi target to be a net zero business by FY50, and since then, we have turned this commitment into action.

In FY25, our net zero working group met quarterly to drive actions against our net zero roadmap; these were focused on our priority areas: property, internal car fleet, business travel, and supply chain, deemed material to our business through a review of our carbon footprint. We are proud that this year, the Netherlands introduced a mobility allowance policy

that will phase out fuelled cars, and we saw our London Headquarters move to an EPC A, BREEAM Outstanding office. These are just two highlights that show sustainability embedded within our business operations.

We know the transition to net zero will take time and that we will need to adapt our plan to the changing landscape. We are also committed to taking action today while we transition to net zero, which is why we continue to offset our Scope 1 and 2 carbon emissions in partnership with Earthly. All projects we support meet the criteria for the Oxford Offsetting Principles.

Further reading: More information on our net zero commitment can be viewed in our Sustainability policy.



Further reading: More information on Earthly and the projects we fund can be found here.



In FY25, we invited our colleagues to vote for our offsetting projects. Two projects were selected: Forest Management & Reforestation in Mayab, Mexico and Peatland Protection in Rimba Raya, Indonesia.



Net zero roadmap FY25–FY30

Scope 1 & 2	
Workstream	
FY30 vision	
Achieved this year	
FY26	
FY27	

Property	Internal Car Fleet	Supply Chain	Business Travel	Green Commuting
100% clean energy powered by 2030	All internal cars will be 100% clean fuelled by 2030. We will favour mobility allowances over a traditional car fleet.	All our suppliers will align to our environmental commitments, and we will prioritise choosing sustainable suppliers as standard. Partnered with a reduction in consumption, we will achieve 50% reduction in supply chain emissions by 2030.	All colleagues consider sustainability when booking business travel, resulting in a 50% reduction in travel emissions by 2030.	Colleagues will commute using sustainable travel where available, supported by STthree to do so through public transport infrastructure surrounding our offices and mobility benefits.
All UK and Netherlands leased offices achieved 100% green energy.	Netherlands launched a mobility policy phasing out traditional fuelled cars in favour of mobility allowance and an electric fleet. Belgium continued to implement their transition to clean fuel, seeing a 63% increase in electric vehicles in their fleet.	Engaged over ten suppliers on sustainability through Carbon Disclosure Project and engagement calls.	Business travel significantly reduced, opting for collaboration tools such as Microsoft Teams for internal meetings. This resulted in a 62% decrease in business travel carbon emissions.	All new office locations were reviewed using our property criteria to ensure clean travel facilities and public transport connections are available.
Transition France to green energy from February 2026 and continue shifting leased offices across DACH to green energy as contracts renew, with Austria and Switzerland already fully green.	France to conduct a review of their transition plan. Germany has set a target to achieve a 50%–80% EV fleet by 2026. A further transition plan will be created to move to 100% clean fuel by 2030.	Improve processes to track supply chain emissions through introduction of a new sustainability platform and new technology to support the supplier tender process. Engage with current suppliers to understand their sustainability credentials. Build a supplier engagement plan, focusing on suppliers who are yet to start their carbon reduction journey.	Build a communications plan to educate colleagues on sustainable travel options.	Conduct a commuter survey to identify changing travel habits post Covid-19. Share results from the commuter survey internally and build a communication plan to support our people to travel sustainably.
Aim for all DACH offices to operate on 100% green energy. Continue working with serviced-office providers to improve transparency on green credentials and request green terms within our agreements.	Collaborate with Benefits on our approach to car fleet management. Conduct a full review of our car fleet to inform decision making on policy and strategy to ensure alignment with our net zero goals.	Compile a preferred green supplier list which should be used when choosing suppliers. Deliver the supplier engagement plan.	Explore carbon allowances per employee based on role for travel.	Review green commuter benefits to identify new opportunities.

TCFD Report

Task Force on Climate-related Financial Disclosures statement

We support the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and confirm that we are reporting in line with the FCA Listing Rule UKLR 6.6.6(8), which requires us to report on a ‘comply or explain’ basis against all the TCFD Recommendations and Recommended Disclosures in respect of the financial year ended 30 November 2025.

We have also considered the TCFD additional guidance (2021 TCFD Annex), specifically the ‘All Sectors Guidance’ in preparing the disclosures of the TCFD Recommendations and Recommended Disclosures. We confirm that we are compliant with the requirements of the UK Listing Rule UKLR 6.6.6(8).

We have set out our disclosures against each TCFD pillar (the table below provides cross-references where the disclosures are located in this Annual Report and Accounts). In preparing them we had to make several assumptions and took into account materiality of information in the TCFD Recommendations related to strategy, risks, metrics and targets pillars.

SThree plc’s materiality considered the importance of key climate change-related topics to our internal and external stakeholders.

Through our materiality assessment – last performed in FY23 – it is clear that climate change is a critical topic to all our stakeholders. As a STEM workforce consultancy, we are committed to being led by climate science and our net zero targets reflect this. We aim to reduce our carbon emissions in line with a 1.5°C scenario and achieve the net-zero greenhouse gas (GHG) emissions reduction target by FY50. SBTi validated our targets as science-based Scope 1, 2 and 3 net zero targets in 2022.

TCFD index table

Recommended disclosure	Where reported	Further information
Governance pillar		
a) Describe the Board’s oversight of climate-related risks and opportunities.	Page 63	Governance Report Our Board, pages 98–101
b) Describe management’s role in assessing and managing climate-related risks and opportunities.	Page 63	Governance Report Our Board, pages 98–101
Risks pillar		
a) Describe the organisation’s processes for identifying and assessing climate-related risks.	Page 65	Strategic Report Risk management, pages 76–83
b) Describe the organisation’s processes for managing climate-related risks.	Page 65	n/a
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation’s overall risk management.	Page 65	Strategic Report Risk management, pages 76–83
Strategy pillar		
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	Page 66	Strategic Report Risk management, pages 76–83
b) Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy and financial planning.	Page 66	Strategic Report Market overview, pages 14–15
c) Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Page 67	n/a
Metrics and targets pillar		
a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Page 73	Strategic Report Key performance indicators, pages 22–25
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risks.	Page 73	n/a
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Page 73	Strategic Report Key performance indicators, pages 22–25

We will continue to monitor TCFD guidance as it evolves and will consider opportunities to enhance future disclosures of our governance, strategy, risk management and metrics and targets in relation to SThree action on climate risks and opportunities.

Governance pillar

Board oversight

TCFD recommendation: Describe the Board’s oversight of climate-related risks and opportunities.

While engaging with, and having regard to the interests of, all the Group’s key stakeholders, the Board is accountable for ensuring ESG-related matters, including climate-related risks and opportunities, are integrated into the Group’s strategy, minimising risks and maximising opportunities to ensure value creation across our business model.

The Board brings a variety of skills and experience, including expertise in relation to sustainability, climate change risk management strategies and risk-informed financial planning. The Board’s experience, which is further described on pages 98 to 101 of the Governance Report, supports the implementation of the TCFD recommendations across the Group.

The Board utilises the Group’s governance structure to ensure effective oversight and management of climate-related strategy and goals, with the Chief Financial Officer (CFO) acting as senior sponsor for all climate-related matters including risks, metrics and targets. As an active member of the Group ESG Committee, the CFO ensures that the impact of climate risks and opportunities is regularly assessed and considered throughout strategic and financial planning. The CFO reports progress to the Board on a regular basis.

SThree’s climate change governance framework is illustrated in more detail in the table on page 64.

During the current financial year, the Board agenda included the following climate-related matters:

- Updates twice a year via risk updates. The Board received a bi-annual report for all principal and emerging risks governed by the Group Risk Committee. This included both an update and thorough conversation on climate risk.
- Net zero agenda item twice yearly in July and November. The Board received an update on the Group’s net zero targets and progress towards these targets. In FY25, this included progress against measures of success and actions taken by the Net Zero Working Group.

- Since FY24, a Non-Executive Director is present at each meeting of the Group ESG Committee which ensures that alongside our CFO and CEO, the Board receives all Committee papers prior to the meeting and minutes post meeting. The Board can monitor progress towards targets and is aware of key strategic decisions.

Management oversight

TCFD recommendation: Describe management’s role in assessing and managing climate-related risks and opportunities.

The Board delegates management of climate-related risks and opportunities to the Group CFO and CPO. Under this delegation, the CFO oversees processes aimed at identifying and managing climate-related risks and monitors the allocation of the Group’s resources required to mitigate these emerging risks and to benefit from any identified climate-related opportunities (this also includes climate-related risks and opportunities associated with SThree’s net zero transition plan).

The Executive Committee monitors the Group’s approach to climate change by ensuring climate risks, opportunities and progress towards net zero targets are reported and reviewed bi-annually. This review takes place within the strategic review of every business region and function, ensuring climate change is integrated into financial and strategic planning. The Executive Committee established and delegated operational management of climate-related matters and wider ESG ambitions to the ESG Committee.

SThree’s ESG Committee has representatives from the Executive Committee, including the CEO, CFO, Chief People Officer and Chief Legal Officer, as well as attendees from key strategic markets and departments. The ESG Committee meets quarterly to direct the Group ESG strategy, policies and implementation of key changes across the business. This includes identifying climate risks and providing oversight of the assessment and mitigation of these risks.

To coordinate the assessment and management of climate-related risks and opportunities across the Group, the ESG Committee is supported by the Global Purpose and Inclusion team and Global Strategy Director. These functions bring dedicated business expertise to address areas potentially impacted by climate-related factors.

The Global Renewable Energy Network (GREN), chaired by the Group Strategy Director, plays a key role in aligning regional strategies and enhancing the performance of our clean energy (renewables) revenue stream. GREN facilitates collaboration on strategic initiatives and ensures consistency across regions through quarterly meetings with regional heads, enabling the Group to focus on high-value opportunities.

- In FY25, key initiatives included:
- Client portfolio expansion: sharing best practices and strategic advice on how to grow and diversify the client base.
 - Job intensity dashboard: leveraging a dashboard to monitor and optimise job intensity across regions.
 - Renewable energy projects: showcasing expertise and thought leadership through refreshed case studies highlighting the Group’s involvement in major renewable energy projects.
 - Client investment pipelines review: sharing insights into client investment plans in the renewable energy sector in Europe, the USA and Japan.
 - Additionally, sales consultants dedicated to the renewable energy revenue stream participated in a masterclass focused on leveraging automated tools within the Mercury CRM environment. This initiative aimed to equip them with the skills to effectively utilise the digital tools to capitalise on the growing renewables market and to drive clean energy growth.

Governance pillar continued



Strategy pillar

The impact of climate change on SThree

TCFD recommendation: Describe the impact of climate-related risks and opportunities on the organisation’s business, strategy and financial planning.

TCFD recommendation: Describe the potential impact of different scenarios, including a 2°C scenario, on the organisation’s businesses, strategy and financial planning.

SThree utilises climate scenario analysis to assess the potential magnitude and likelihood of specific climate-related risks and opportunities under the following standardised climate scenarios within the Network for Greening the Financial System (NGFS) framework:

- 1.5°C maximum increase in global temperatures (‘Green revolution’);
- 2°C increase in global temperatures (‘Disruptive change’); and
- 3°C and more increase in global temperatures (‘Fossil fuelled’).

We utilise these three scenarios to ensure all potential risks and opportunities are identified, and that we are testing our resilience under each scenario as political landscapes shift and the likelihood of each scenario materialising shifts. Our net zero commitment is aligned to the Paris Agreement, that is facilitating a renewables-led scenario (global warming limited to 1.5°C) which reinforces our commitment to doing the right thing and maximising the opportunities we have identified within this scenario. Each risk and opportunity is analysed based on an estimated impact on net fees, aligned to our risk management framework.

Through a scenario analysis, we have identified no immediate climate risks which could significantly impact our long-term strategy or business model, performance or liquidity. This is consistent with the assertion that risks associated with climate change are not expected to have a material impact on the longer-term viability of the Group.

However, some growth opportunities may arise from the role STEM skills play in decarbonisation (see details on this megatrend on page 15) and our proposition as a green supplier (see further details on pages 68 to 72 related to our strategic pillars).

This has led SThree to pursue a strategy aimed at maximising growth in this side of our business (see actions undertaken by GREN under ‘Management oversight’ in Governance pillar, on page 63). In addition, the scenario analysis continues to inform broader business strategy, e.g. shaping how we enhance our value proposition as a green recruitment partner. This approach helps mitigate reputational risk whilst unlocking opportunities with both clients and candidates, as outlined above.

Risk and opportunity identification and assessment

TCFD recommendation: Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.

Guided by our climate-related scenario analysis, and risk management articulated on pages 66 to 72, the climate-related risks and opportunities that could have a potential impact on SThree Group are detailed below, along with mitigating actions.

To assess the relative materiality of each climate-related risk and opportunity (CRRO) and help management to prioritise risk-mitigating and opportunity-management activities, we estimated size and probability of potential impact materialising under each CRRO, using internal financial and commercial impact analysis, market data and input from subject matter experts. The size and likelihood of each identified climate change risk and opportunity is categorised/assessed by applying a global five-by-five scoring matrix that we use in the Group ERM risk assessment.

To assess the materiality of climate-related risks and opportunities, we used the following timeframes which align to those used in the Group ERM risk assessment:

Timeframe (term):	
Short	up to five years to 2030
Medium	five to ten years from 2030 to 2040
Long	beyond ten years from 2040 onwards

Each Group CRRO is assigned a likelihood across three categories:

Likelihood:	
Low	very unlikely to unlikely to occur
Moderate	likely to occur
High	likely to occur to very likely to occur

These risks and opportunities are global in nature and there are only modest variations in their relative significance for each of our business segments. Where appropriate, we refer to specific geographies.

Refer to the subsequent section, Metrics and targets on pages 73 to 75, for further information on measurement indicators, including our performance against them.

Table 1. Climate-related scenarios

SThree uses the NGFS climate scenario framework to stress test key climate-related risks and opportunities. The key outcomes from the climate-related scenario analysis inform SThree’s targets and growth opportunities, and wider business strategy, e.g. how we grow our value proposition as a green recruitment partner to mitigate reputational risk and realise opportunities with both clients and candidates as outlined above.

Green revolution (orderly 1.5°C)	Disruptive change (disorderly 2°C)	Fossil fuelled (hot house 3°C+)
This orderly scenario assumes that climate policies are immediately implemented, with an increasing carbon price levelled that ensures the world does not exceed 1.5°C warming. The economy is strong, driven by new industries providing green solutions and technologies such as AI, robotics and battery technology. The development of circular economy business models disrupts legacy industries, removing incumbents. Global opportunities expand in all markets as consumer technologies are democratised. Under this scenario, the energy sector mix shifts rapidly, as the world transitions away from fossil fuels and towards low-carbon power, heat and mobility solutions. Consumer concern over the environmental sustainability of products and services is high, and candidates actively disassociate with companies not following the renewable revolution.	This disorderly scenario assumes that significant climate policy is not implemented until 2030. In order to reach the 2°C mitigation goal, the transition from this point happens at a far quicker pace than in the orderly transition. Engineering and finance sectors benefit from the rapid development of a carbon dioxide removal industry – funding for which comes in the form of increased energy prices for businesses and consumers. Under this scenario, the energy sector mix does not change noticeably until after 2030, at which point actions taken are relatively late and limited by available technologies, to enable a sharp reduction in emissions. The pace of change claims many victims within high-carbon industries who are left with significant levels of stranded assets.	This scenario incorporates the policies and measures that governments around the world have already put in place and assumes that no further policy action will be taken. The scenario assumes only cautious implementation of current commitments and plans. Emissions grow until 2080 leading to 3°C+ of global warming and increased physical risks. New technology solutions are not developed quickly or cost-effectively enough to disrupt legacy industries. Energy prices are kept suppressed by the lack of any meaningful carbon price and the lack of progress in carbon removal technologies. Significant disruption can be expected on sectors with offices and manufacturing sites located in regions with high physical risk.

The financial impact assessments for the above presented scenarios are based on the same method of calculations as those used for principal risks evaluated under the SThree Group-wide risk framework.



Strategy pillar continued

Table 2. Our key climate-related risks and opportunities			
Risk	Measurement indicators	Potential impact under each assessed scenario	SThree's key mitigating activities
1. Transition Risk			
Commercial SThree may fail to maximise market opportunities if strategy and decision-making across the Group does not adequately consider the impact of climate change within the markets that it operates in and the requirements of clients and candidates. This may result in an inability to meet profitability and market share growth targets and fall behind peers. Strategic pillar: Places Business segments potentially affected: Group-wide	EcoVadis score	 Green revolution (1.5°C) In a rapid green transition, we may miss opportunities to grow market share if sufficient market intelligence and headcount growth plans are not in place. In response to this risk, SThree has mobilised an internal Global Renewable Energy Network and energy sector-specific market intelligence tools to ensure opportunities and best practice are shared across our global business. We are also developing market intelligence and regulatory horizon scanning tools, utilising AI, to efficiently identify market opportunities. In addition, under a low-carbon transition, potential net fees from Oil & Gas clients could be lost due to divestment and decline in client demand. The risk to SThree would be two-fold: a potentially material loss of revenue from the Oil & Gas sector, as well as ongoing operating costs incurred to meet limited opportunities available in this area of the market.	Implementation of a monitoring process for reporting on client ESG requirements. Create an EcoVadis improvement plan to align our score with client expectations. Implement an ESG data book and sustainability resources for client-facing teams.
	No. of client corrective action requests through EcoVadis		
	Reduction in carbon footprint		
		 Disruptive change (2°C) Some large energy and infrastructure projects are influenced by government. To respond successfully to invitations to tender and win government contracts, SThree requires investment in consultants' expertise, and, increasingly, obtain additional certifications. Preparation work for large renewables projects is an investment we must make as a potential vendor; however tender outcomes may change or turn unfavourable. Timeline and budgets for these projects are delayed and reduced. This could result in SThree having areas of operational costs which face delayed or reduced revenue opportunities.	
		 Fossil fuelled (3°C+) The need for talent is increasing across high-emitting industries which could contribute to higher net fees generated by SThree in these markets. This could then result in abrupt divestment as climate change materialises, and markets shift at pace.	
Timeframe (term): Short Medium Long	Likelihood: Moderate		
2. Transition Risk			
Policy and compliance There is a risk that SThree does not meet the changing reporting and compliance requirements expected by stakeholders. This could result in non-compliance fines alongside reputational damage. SThree is unable to meet its net zero targets which leads to reputational damage, an inability to meet client demands and loss of competitive advantage. Business segments potentially affected: Group-wide	CDP score	 Green revolution (1.5°C) Under a green revolution scenario, SThree has access to clean technologies from suppliers who are decarbonising at pace. This supports our ability to decarbonise across Scope 1, 2 and 3 emissions as part of the Group transition towards net zero. Government policy and compliance requirements are ambitious and introduced at pace, particularly across Europe.	Conduct a review of emerging compliance (including CSRD) to ensure we meet future compliance requirements. Work with key tech suppliers to understand impact of AI on carbon emissions and our net zero target.
	Decarbonisation related net fees		
	Net fees generated from Oil & Gas clients		
	Reduction of carbon footprint	 Disruptive change (2°C) Within this scenario, our ability to decarbonise is limited to Scope 1 and 2 emissions. Scope 3 decarbonisation is delayed due to our heavy reliance on third parties, particularly those suppliers who face undermined/reduced progress towards their own decarbonisation targets.	
	Climate-related non-compliance	 Fossil fuelled (3°C+) Within this scenario, we have delayed transition across Scope 1 and 2 emissions due to low availability of low-carbon energy required to fuel our property and car fleets. Scope 3 emissions are delayed even further beyond the time horizon used for this assessment.	
Timeframe (term): Short Medium Long	Likelihood: Moderate		

Strategy pillar continued

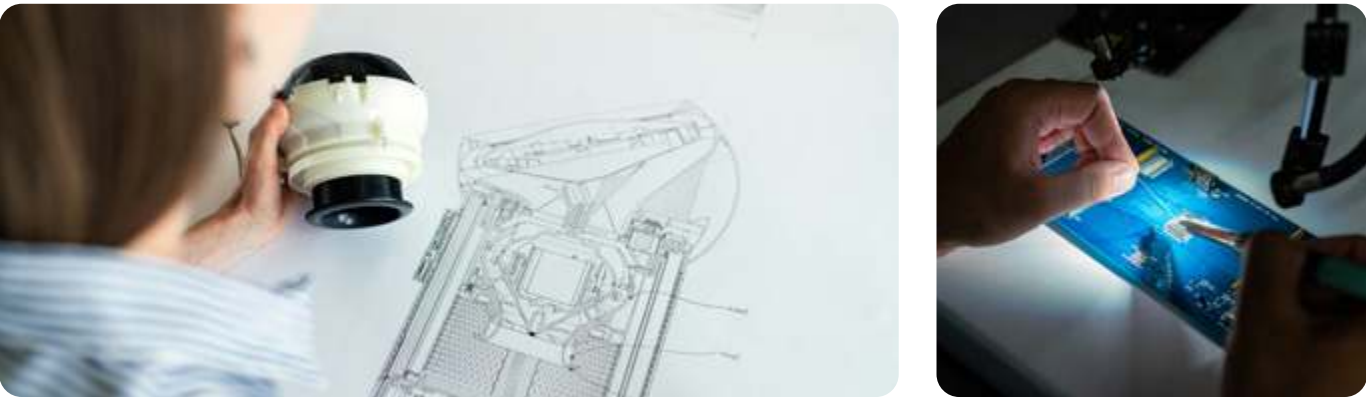
Table 2. Our key climate-related risks and opportunities continued			
Risk	Measurement indicators	Potential impact under each assessed scenario	SThree's key mitigating activities
3. Physical Risk			
Physical climate risk SThree may fail to operate in key markets during extreme weather events caused by climate change meaning there is a loss of productivity and sales as consultants are unable to work. This may result in reduced net fees and our inability to meet the Group operating profit and market share growth targets. Business segments potentially affected: See conclusions under each scenario	No. of extreme weather events resulting in office closures No. of days of colleague work disrupted due to extreme weather	 Green revolution (1.5°C) We would see minimal physical climate risks within this scenario. There are currently six office locations deemed as at risk of flooding and severe weather events based on historic events in those offices and the scenario analysis is highlighting minimal impact. Each office has a business continuity plan in place. Business segments potentially affected: Austin, Houston, Paris, Glasgow, Düsseldorf and Dubai  Disruptive change (2°C) Infrastructure investment fails to materialise and although the impact is minimal based on the scenario analysis and location of offices, we anticipate that the increased temperature and lack of infrastructure could impact productivity and commuting to offices as well as the outdoor work of contracts. With impact remaining low, the likelihood of impact increases, based on recent temperature records. We would review business continuity plans alongside available infrastructure investment in the locations impacted. Flexible working and working conditions for both employee and contractors would be considered. Business segments potentially affected: Europe, USA and MENA  Fossil fuelled (3°C+) Severe weather events and long-term climate change impact our physical working environment which could result in office closures and contractors being unable to access sites due to flooding, freezing, hurricanes and other severe weather conditions. SThree has adopted and successfully implemented working from home business continuity plans which were tested during the pandemic. We have however identified that in some extreme circumstances working from home could be disrupted due to power outages. In this instance, we will utilise our global network of offices to deliver services on behalf of impacted locations. This has been implemented previously during the Texas ice storms in 2021 but the risk has not materialised since then. Business segments potentially affected: Group-wide	Climate events to be included in incident and communication plan response. Business Continuity plans to be reviewed to understand obligations to clients and contractors for continuation of service during severe weather. Physical risk assessment of each office location to take place in FY26. Implement a reporting process for office closures impacted by physical climate events. Work with Operations teams to understand impact of extreme weather on contractors placed with clients.

Timeframe (term):

ShortMediumLong

Likelihood:

Moderate



Opportunity	Measurement indicators	Potential impact under each assessed scenario	SThree's response
1. Climate Opportunity			
Responding to the changing demands of the market We are dynamic and flexible in our approach and can adapt to new market requirements with agility and pace. Our flexible approach, alongside offering full staffing compliance expertise and at times additional 'value-add' offerings such as trucks, IT equipment and adjacencies, makes us well placed to meet clients' growing decarbonisation talent needs. The growth of green innovation will create new STEM job opportunities. LinkedIn research from 2025 shows green hiring outpaces skill growth: roles requiring green skills are growing 7.7% annually, nearly double the 4.3% growth in green skill development. Interestingly, more than half of green hires are in roles not traditionally green, suggesting sustainability is becoming part of business as usual. Business segments potentially affected: Group-wide	Decarbonisation-related net fees	 Green revolution (1.5°C) In a rapidly decarbonising world we will see increased investment in green technologies both commercially and at government level. This will generate demand for green skills, predominantly in STEM sectors. The pace of change will exacerbate the green skills/STEM skills gap. As a result, STEM recruitment expertise, such as SThree's, will be in high demand among clients in need of adequate talent. Areas of anticipated short-, medium- and long-term growth are across wind investment, storage technology, resilient grid technology, with hydrogen investment in Europe growing over the longer term.  Disruptive change (2°C) Some large energy and infrastructure projects are influenced by government. To respond successfully to these tenders and win contracts, SThree requires investment in consultants, and sometimes additional certifications. The risk, which is outside of SThree's control, is that the level of preparation work for large renewables projects is an investment we must make as a potential vendor, however tender outcomes may change. Often the timeline and budgets for these projects are delayed and reduced. Areas of anticipated growth are across wind investment, storage technology, resilient grid technology and hydrogen investment in Europe over the longer term.  Fossil fuelled (3°C+) Within this scenario investment is significantly delayed. Investment in resilient grid technology continues to be prioritised across Europe but more so in the USA market. Investment in storage technology in Europe is also an area of growth over the medium to long term. Within this scenario investment in projects continues to be inconsistent with changing agendas influenced by government policy and elections.	SThree will provide investment growth in headcount focused on anticipated growth areas. Purpose and Inclusion Team will track and regularly review tender requirements to ensure SThree remains competitive in new markets. SThree will conduct regular reviews of investment trends and impact assessment of new government policy and elections on STEM job opportunities in the markets we serve.

Timeframe (term):

ShortMediumLong

Likelihood:

High

Strategy pillar continued

Table 2. Our key climate-related risks and opportunities continued				
Opportunity	Measurement indicators	Potential impact under each assessed scenario	SThree's response	
2. Climate Opportunity				
Alignment to low-carbon clients As the market moves towards a low-carbon future, companies are reviewing their own transition plans. Increasingly they are questioning the environmental impact of all suppliers. SThree has been working on carbon footprint management and carbon offsetting for over a decade. Our long-term environmental strategy, targets and transparent reporting provides a competitive advantage. In European markets there is an emergence of small, sustainable recruitment agencies who solely work with low-carbon clients. SThree has the potential to also compete in this niche market and obtain competitive advantage given the climate leadership position, experience and compliance benefits already in place. Business segments potentially affected: See conclusions under each scenario Timeframe (term): Likelihood: Short Medium Long High	CDP score	 Green revolution (1.5°C) In a green revolution scenario client demands for sustainable recruitment suppliers will be standard and implemented at pace. Sustainable recruitment partners will support the realisation of client net zero ambitions. We see the adoption of sustainable supply chain management platforms, sustainability within contracts, metrics and monitoring being introduced at speed. Given minimal differential economic incentives, candidates often choose to work for a more socially conscious company – this could extend to SThree itself as a recruiter who aligns themselves to a low-carbon solution, providing opportunities to grow net fees. This scenario is materialising in Europe at present. Business segments potentially affected: Europe  Disruptive change (2°C) The speed of client demand for sustainable suppliers is delayed with the pace for sustainable reporting and net zero transition progress not being realised until 2035. Business segments potentially affected: Europe and USA  Fossil fuelled (3°C+) The speed of client demand for sustainable suppliers is delayed with the pace for sustainable reporting and net zero transition progress not being realised until 2035. Business segments potentially affected: Group-wide	SThree will adapt to changes by building its recruitment specialism to meet clients' new needs. We will continue to deliver strong sustainable reporting and support clients to meet their decarbonisation targets.	
	Decarbonisation-related net fees			

In summary, we understand the importance of climate change on our stakeholders and therefore the Group’s exposure to climate-related risks and opportunities is regularly considered in our strategic and financial planning, our capital allocation decisions and in operational management.

Metrics and targets pillar

Metrics
TCFD recommendation: Disclose the metrics and targets used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.

The Group has set both near-term and long-term GHG emissions reduction targets which were validated by SBTi and are consistent with a reduction required to keep global warming to 1.5°C by 2050. Our overall climate commitment to be net zero across GHG absolute emissions from SThree’s operations and its supply chain by FY50 (Scope 1, 2 and 3 carbon emission reduction) is broken down into medium-term milestones:

- Reduce absolute Scope 1 and 2 GHG emissions by 77% by FY30 from a FY19 base year.
- Reduce absolute Scope 3 GHG emissions by 50% by FY30 from a FY19 base year.
- Reduce absolute Scope 1, 2 and 3 GHG emissions by 90% by FY50 from a FY19 base year.
- Increase annual sourcing of electricity from renewables, from 28% in FY19 to 100% by FY30.

The table below describes climate-related metrics in more detail.

Table 3. SThree’s climate-related metrics and associated targets		
Metric	Key initiatives and progress in FY25	Target
Climate-related risks (Transition risks)		
% reduction in Scope 1 and Scope 2 carbon emissions	In FY25, our Scope 1 and 2 emissions equated to 1,415 tCO ₂ e (market based) which represents a 54% decrease YoY and 40% reduction from FY19 base year. This is due to improvements within our company leased vehicles. We are now starting to see the real impact of policy changes in Belgium and the Netherlands with more electric cars in our fleet and varied benefit options including mobility allowances. We have also worked closely with data providers to improve car fleet reporting to ensure continuous improvement in the quality of our data. For quantitative details, please see Streamline energy and carbon reporting (SECR) information.	Reduce absolute Scope 1 and Scope 2 GHG emissions by 77% by FY30 from a FY19 base year.
% reduction in Scope 3 carbon emissions	Scope 3 equated to 13,810 tCO ₂ e (market based). This represents a 20% decrease YoY and a 41% reduction from FY19 base year. This is primarily due to continued reduction in business travel, spend and fewer office fit outs resulting in a decrease in Capital Goods. For quantitative details and further explanation, please see Streamline energy and carbon reporting (SECR) information.	Reduce absolute Scope 3 GHG emissions by 50% by FY30 from a FY19 base year.
% energy procured from clean energy sources	Green energy now represents 49% of our portfolio. Our ongoing audit and gap analysis will help us pinpoint key areas for improvement. We continue to engage proactively with landlords to improve transparency around green credentials, strengthen green clauses within our leases, and look to negotiate renewable energy contracts across the SThree estate, all in support of our 2030 sustainability goal.	Increase annual sourcing of electricity from renewables from 28% in FY19 to 100% by FY30.
Remuneration		
Given the strategic importance of sustainability to SThree, 10% of Executive Directors’ share awards (LTIP) are linked to their contribution towards carbon emission reduction targets	In FY25, we made strong progress towards our net zero target with reductions across Scope 1, 2 and 3. We are committed to continue this progress in line with our LTIP targets. For more information, see Directors’ remuneration report on page 117.	Variety of ESG targets, including GHG reduction targets, as outlined in the KPI section of this Annual Report and Accounts.

Our commitment to being a responsible business (including TCFD) continued

Metrics and targets pillar continued

SECR information

SThree is committed to providing transparent carbon reporting to our stakeholders. Our carbon data management platform helps us to provide oversight of our carbon footprint and the ability to report more widely across Scope 1, 2 and 3 emissions. We are excited to build on this strength with the introduction of a new carbon data management platform in FY26 which will improve and future proof our reporting in line with emerging sustainability regulations.

In FY25, our Scope 1 and 2 emissions equated to 1,415 tCO₂e (market based) which represents a 54% decrease YoY. This is due to improvements within our company leased vehicles. We are now starting to see the real impact of policy changes in Belgium and the Netherlands

with more electric cars in our fleet and varied benefit options including mobility allowances. We have also worked closely with data providers to improve car fleet reporting to ensure we report accurately; this included reallocation of Netherlands ECM car fleet from Scope 1 to Scope 3. Scope 3 equated to 13,810 tCO₂e (market based). This represents a 20% decrease YoY due to continued reduction in business travel and fewer office fit outs resulting in a decrease in Capital Goods. Our overall decrease in carbon emissions YoY is 25%.

Energy efficiency initiatives

We have seen a strong reduction in carbon emissions across Scope 1, 2 and 3 this year which is testament to our continued commitment and progress towards net zero.

The energy efficiency initiatives which have taken place in FY25 include:

- introduction of a mobility allowance policy in the Netherlands and continued delivery of an electric vehicle transition plan in Belgium have contributed to a 66% reduction in emissions from leased transport compared to FY24;
- carbon emissions from purchased electricity fell by 18%, supported by the move to two new sustainable office locations in Glasgow and London, where renewable energy is available. We saw a 100% reduction in refrigerant because of our office move in London;
- business travel emissions decreased by 62%, reflecting the continued success of our internal travel policy;
- although emissions from ‘other fuels’ increased slightly, this reflects the positive transition to an electric vehicle fleet, which will deliver long-term reductions.

Methodology

The method used to calculate GHG emissions is the GHG Protocol Corporate Accounting and Reporting Standard (revised edition), together with the latest emission factors from recognised public sources including, but not limited to, BEIS, the US Energy Information Administration, the US Environmental Protection Agency and the Intergovernmental panel on Climate Change.

For FY25, we made the decision to end carbon data collection after 11 months and extrapolated for the full 12 months. We have done this to ensure sufficient internal quality control and audit on our data prior to publication. We are also moving to a new sustainability platform in January 2026 and bringing forward our timeline will aide a smooth transition.

Changes to methodology can be found below:

Category	Methodology
Business Travel	Actual data used for all months except November where the data was estimated based on the actual data provided from September and October. The estimate was calculated by proportioning September and October data to the 30 days of November.
Purchased goods and services	
Upstream transportation and distribution	
Downstream leased assets	
Company leased vehicles	Actual data was used for all months except November. November was estimated based on monthly average per activity data.
Capital goods	

Table 4. GHG emissions (tCO₂e) and associated energy consumption (kWh) for FY25

(Energy and carbon disclosures for financial year, 1 December 2024–30 November 2025)

		FY19 (baseline year)		FY24		FY25		% change in total emissions (FY25 vs FY24)	% change in total emissions (FY25 vs FY19)
		UK and offshore	Global (excluding UK and offshore)	UK and offshore	Global (excluding UK and offshore)	UK and offshore	Global (excluding UK and offshore)		
	Emissions source (tCO ₂ e)								
Scope 1	Natural gas	346	2	9	58	4	24	-58%	-92%
	Leased transport	42	990	–	2,218	–	751	-66%	-27%
	Refrigerant	–	–	79	–	–	–	-100%	–
Scope 2	Purchased electricity (market/location based)	157	802	132/79	400/300	38/42	398/285	-18%	-55%
	Other fuels (heat and steam, EV)	–	9	7	185	–	200	4%	2121%
Scope 3	Category 1: Purchased goods and services	–	17,339	87	9,201	33	9,163	-1%	-47%
	Water (purchased goods and services)	13	98	–	6	1	15	175%	-85%
	Paper (purchased goods and services)	–	4	4	2	3	9	86%	206%
	Category 2: Capital goods	–	213	1,230	112	1	308	-77%	45%
	Category 3: T&D and WTT (fuel and energy-related activities)	14	–	29	741	16	325	-56%	2341%
	Category 4: Upstream transportation and distribution	56	89	3	26	–	34	17%	-76%
	Category 5: Waste generated in operations	15	33	5	13	13	97	515%	129%
	Category 6: Business travel	261	1,223	331	897	80	392	-62%	-68%
	Category 7: Employee commuting incl. working from home	–	3,637	314	1,293	312	1,173	-8%	-59%
	Category 8: Upstream leased assets	2	188	–	71	–	124	75%	-25%
	Category 13: Downstream leased assets	–	184	–	2,871	–	1,710	-40%	829%
Total tonnes of CO ₂ e (market based)		906	24,811	2,231	18,094	502	14,723	-25%	-41%
Total tonnes of CO ₂ e (location based)		906	24,811	2,178	17,994	506	14,610	-25%	-41%
Number of employees		860	2,504	700	2,139	666	1,980	–	–
Tonnes of CO ₂ e per employee		1.05	9.91	3.19	8.46	0.75	7.44	-20%	-25%
Total energy consumption used to calculate emissions (kWh)		2,983,847	5,927,067	581,730	12,777,245	327,029	6,746,187	-47%	-21%

Prior to calculating Scope 3 emissions, a materiality assessment was conducted to assess relevance using the GHG protocol. As a result, categories 9–12 and 14–15 were considered to have no material contribution to the businesses’ Scope 3 emissions and have therefore been omitted from the SECR table published above.

Following an operational control approach to defining our organisational boundary, our calculated GHG emissions from business activities fall into the reporting period of 1 December 2024 to 30 November 2025, and use the reporting period 1 December 2023 to 30 November 2024 for comparison.

