



ESG IMPACT REPORT

1 JULY 2022 - 30 JUNE 2023

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FOUNDED

1979

4,500
EMPLOYEES

GOOD

FOR THE CLIENT,
FOR THE
ENVIRONMENT

ABOUT US

Shields' story began in 1979 when our founder, Gordon Shields, spotted an opportunity to recycle precious and rare elements from the electronics industry. Gordon identified spent chloroplatinic acid and gold cyanide solution being thrown down the drain by an electronics business, and convinced the client that there was value in what was being thrown away. He recovered £76,000 worth of precious metals and returned the majority to the client, creating one of the first environmental business cases. Good for the client, good for the environment.

Using Shields as an incubator, Gordon has, over the years, created a number of successful businesses including 'Fonebak' (later renamed Regeneris and then Blancco (LON: BLTG)), the world's most successful mobile phone recycling scheme, which won the Queens Award for Industry. The business was successfully floated on AIM in 2005, growing to 4,500 employees and a market capitalisation of £300 million.



OUR HISTORY & CULTURE

MARKETPLACE



2000

CO₂ EMISSIONS

Shields begins to measure and reduce CO₂ emissions publicly

ROYALTY AT SHIELDS

Gordon Shields is asked to join HRH Prince Charles 'Business in the Environment', an organisation promoting and encouraging Business to lead in Environmental stewardship

MARKET PLACE FOCUS

The BT project was the EU's biggest environmental project of the 80's and 90's and Shields' processes were used to ensure environmental issues were effectively managed and minimised



2024

MARKET PLACE FOCUS

Shields continue to develop MarketPlace Software, associated services and Environmental Excellence

INVESTMENT

Tony Rice & Management take a significant stake in Shields to help it grow and expand our solutions and global reach

THREE PILLARS

Shields creates its three pillars of Hardware, Services and Software

MOBILE AIM FLOAT

Shields creates mobile phone division and floats on AIM stock market



1980

INVESTMENT

In 1979 Shields is founded and starts to recycle BT's exchange equipment



OUR VISION, MISSION & PURPOSE

OUR VISION

Our **MARKETPLACE TECHNOLOGY** and innovative solutions move Telecom operators towards **NET ZERO**

OUR MISSION

To bring structural change to the way telecom operators **SOURCE AND MAINTAIN** their networks by putting the **CIRCULAR ECONOMY** at the core of our business model, resulting in efficiencies, cost savings and planet benefits



OUR PURPOSE

Our work **ENHANCES THE PLANET**



OUR VISION & MISSION TARGETS:



REDUCE CO₂ EMISSIONS



SAVE ON RARE EARTH MATERIALS



SAVE MONEY



SAVE TIME (REDUCING NETWORK DOWNTIME)



IMPROVE AND STANDARDISE QUALITY



STIMULATE COOPERATION WITHIN GSMA (GLOBAL SYSTEM FOR MOBILE COMMUNICATIONS ASSOCIATION)



IMPROVE THE NEGOTIATION POSITIONS TOWARDS ORIGINAL EQUIPMENT MANUFACTURERS (OEMS)



OUR BRAND VALUES



ENVIRONMENT

Environmental responsibility has been, and always will be, at the heart of everything we do.



PEOPLE

We care for people and the planet. Our health and safety standards are of the utmost importance.



INNOVATION

Our obsession with technology keeps us looking to the future. We strive to evolve and change with the times. We're always looking for new ways to improve and deliver not only for our customers, but also for our corporation.

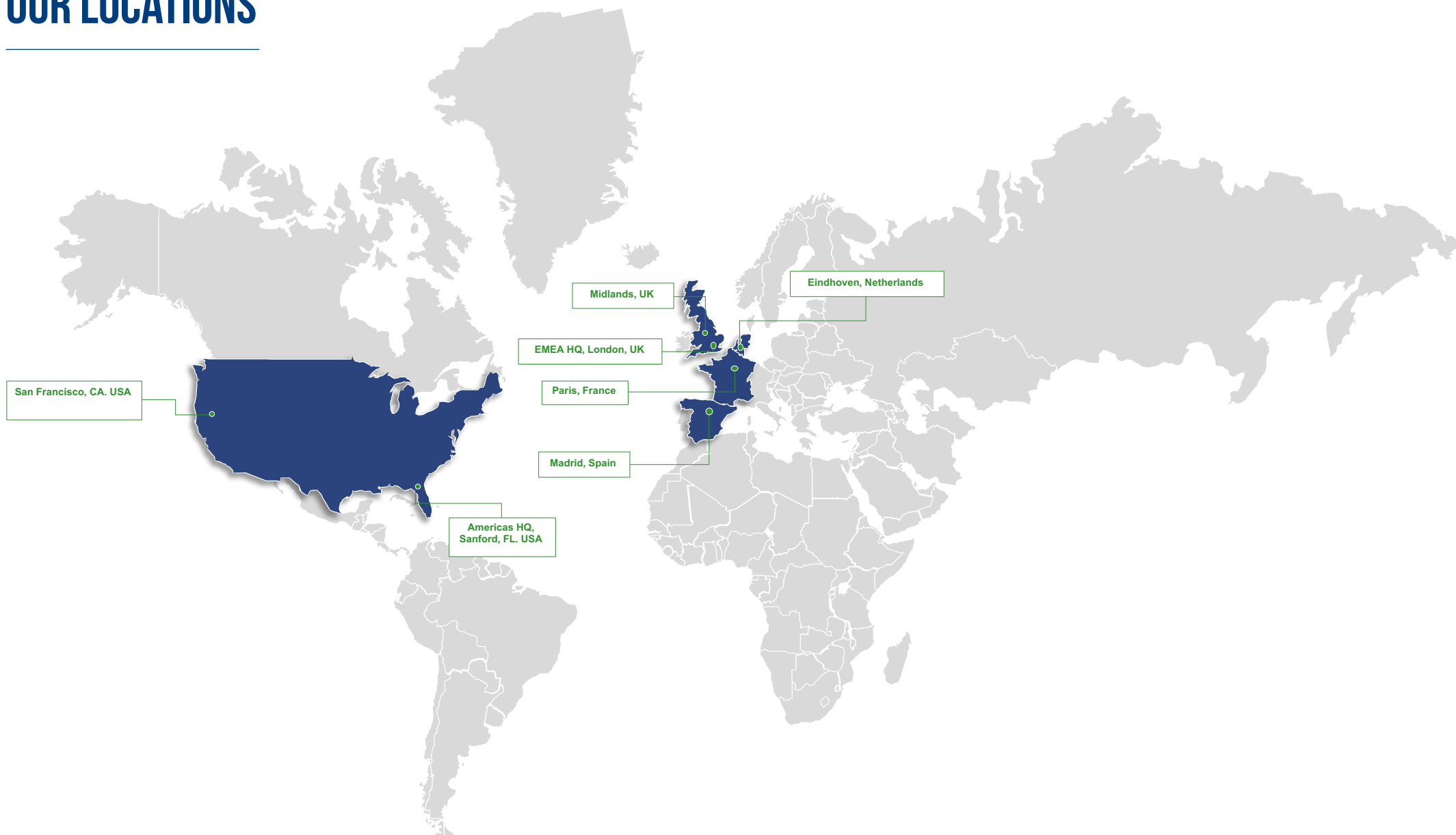


QUALITY

We pride ourselves on the quality we provide our customers. Whether that be the equipment we provide, or the service we deliver, everything we do is held not just to our customers' standards, but to our own.



OUR LOCATIONS



INTRODUCTION FROM THE FOUNDER, GORDON SHIELDS



Circular economy principles have always been a central tenet of our services. Founded in 1979, Shields began by recycling rare and precious metals whilst managing the environmental impacts they were associated with. We then moved to recycling telecoms equipment dealing with the hazardous components and recovering thousands of ounces of platinum and palladium, one of the first environmental business cases. Good for the customer, financial return, good for the planet, hazardous components dealt with and a documented audit trail available for the customer. We then created Regeneris which was a solution for mobile phones, delivering substantial returns for our customers and dealing with all hazards such as the batteries, creating a zero landfill solution. Now in 2024 we have launched our MarketPlace initiative in partnership with the Global System for Mobile Communications (GSMA), the first telecom network circular economy software. This allows clients to make more conscious purchases, at a reduced cost to both pocket and planet.


Our ability to innovate, along with our unique mission that combines competitive business with a passion for the environment, has been crucial to our success. Now in our fifth

decade, we are as focused as ever on ensuring we help our clients save budget, whilst driving their ESG agenda. We help our clients achieve lower sourcing costs, while avoiding almost 90% of their carbon emissions by reusing equipment rather than manufacturing new equipment.

While sustainability is fundamental to our service offering, we apply these same principles across our direct business operations. In January 2022, we committed to the SBTi (Science Based Targets initiative), setting science-backed emissions targets. This incorporates both our direct emissions impact, as well as the wider emissions embodied in our services. We are also rated 'Gold' by EcoVadis for our sustainability and responsible practices, underlining our commitment to the highest standards of environmental management, labour and human rights, ethics, and sustainable procurement.

Our vision would not be realised without the efforts of our talented workforce, and we strive to create meaningful, purposeful careers that ensure our employees stay with us





for the long haul. Our Human Resources team work tirelessly to enhance our hiring practices, training and development programmes and employee well-being. We also understand our wider responsibility to generate a positive impact on the communities in which we operate. Our initiatives, such as our Speakers for Schools initiative (details on page 36), and our work with network providers to extend their infrastructures around the globe, help to enhance education and global connectivity.

And finally, all our ESG practices are rooted in strong corporate governance. We are UK SafeContractor accredited, and hold numerous ISO certifications, including ISO 9001, ISO 14001 and ISO 45001 (in 7 operational locations), ISO 27001 at our Global HQ and our European Centre of Excellence, plus TL9000 in our Florida facility, providing external assurance across our ESG processes. Meanwhile, our dedicated ESG Committee drive the groundwork for our ESG programme, holding us accountable to commitments and progress.

“This inaugural ESG report is a key milestone in our sustainability journey, detailing our progress so far, as well as our commitments for the coming year.”

We look forward to reporting back on our progress in 2025, as we continue to persevere in our ESG programme and sustainable service offering, working towards a more sustainable future for our business, employees, and future generations.

CONTRIBUTING TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)



The United Nations Sustainable Development Goals (UN SDGs) were developed as 17 overarching goals that provide a global framework for peace and prosperity in consideration of the environment. Here at Shields, we have identified those SDGs where we can have a particular impact.

SDGS	SDG TARGET AND GOAL	ACHIEVEMENTS	COMMITMENTS
	3. GOOD HEALTH AND WELL-BEING Employee satisfaction	Our annual satisfaction survey has shown that well-being within the company has been graded 'good' since the introduction of the survey in 2020	We commit to continuing to measure the satisfaction levels of employees and make improvements where necessary We commit to introducing a measure to monitor employee satisfaction levels on H&S within their departments
	8. DECENT WORK AND ECONOMIC GROWTH Enabling digital connectivity	During FY 22/23 4% of equipment sales were shipped direct to customers from the supplier. This eliminates the need of transport to and from Shields, which reduces CO ₂ e emissions	Our commitment is to continue to monitor and measure our supply chain and its ESG commitments We also commit to working with hardware partners to achieve best quality equipment to enable direct shipping to customers, and to reduce transport related emissions, setting a target of 6% direct shipping in 23/24
	9. INDUSTRY, INNOVATION AND INFRASTRUCTURE Sustainable supply chain management	During FY 22/23 our ESG supply chain analysis showed recyclers ESG score averaged at 1.86 / 4 (Bronze rating) and hardware partners at 1.66 / 4 (Bronze rating)	For FY 23/24 we would like to show improvement in our supply chain ESG scores and commit to working with suppliers to improve where possible
	12. RESPONSIBLE CONSUMPTION AND PRODUCTION Creating a global telecoms circular economy	Shields MarketPlace has now been introduced, with Vodafone as our largest customer. In the year preceding its introduction (FY 22/23) we helped Vodafone avoid 4,052 tons of CO ₂ e	We commit to delivering high-quality products to ensure circularity. Our failure rate is less than 0.5% - superior to new equipment
	13. CLIMATE ACTION Reduce our own environmental impact pursuing efforts to limit global warming to 1.5°	From our base financial year of FY 19/20, we have reduced our CO ₂ e emissions by 145 metric tons in FY 22/23	We commit to continuing our efforts to reduce our Scope 1 and 2 emissions In FY 23/24, all global sites will be on 100% renewable electricity or covered by validated Renewable Energy Certificates



SHIELDS RETENTION, RECRUITMENT & LEAVER DATA EMEA 2023 YTD

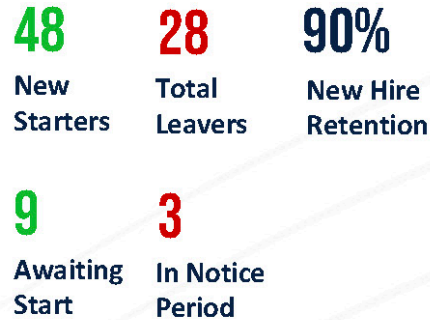
In 2022, we successfully onboarded 58 new employees in the EMEA region. As of mid-year 2023, our current potential stands at 57 new hires.

Among the 48 new starters this year, only 5 have chosen to leave, resulting in an impressive 90% retention rate of new starters for 2023 thus far.

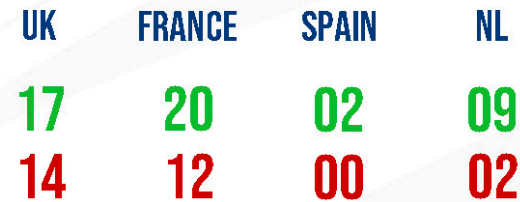
Additionally, we have made significant progress in diversifying our workforce, with a higher number of female hires compared to the previous year.

Our recruitment efforts have been particularly active in the operations department, where we have experienced a notable influx of new talent. This surge is primarily attributed to major projects and increased customer volume, especially in France.

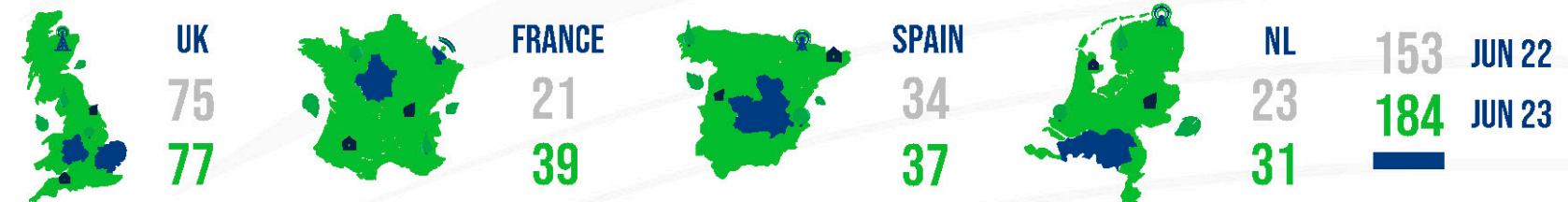
CORE STATS



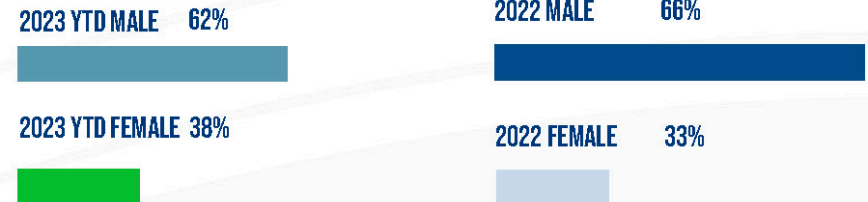
STARTERS & LEAVERS PER LOCATION



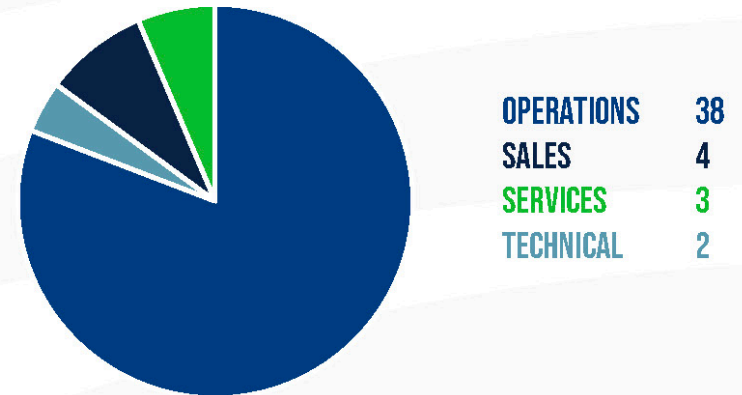
EMEA TOTAL HEADCOUNT YOY



RECRUITMENT GENDER RATIO



HIRES PER DEPARTMENT



SHIELDS' ESG APPROACH PIVOTS AROUND SIX KEY AREAS:



12. RESPONSIBLE
CONSUMPTION
AND PRODUCTION



13. CLIMATE ACTION



ENVIRONMENT





SUPPORTING CLIENTS ON ESG

Our impact comes not just from our own business but from the services we offer our clients. From the early years of the company we have helped our clients on recycling and environmental protection, which has evolved into the broader spectrum of sustainability issues now known as 'ESG'.

Shields has been securely managing the telecom sector's environmental impacts since the 1970s, promoting reuse, the highest form of recycling, while safely recycling what cannot be re-used. This is evidenced for our clients through a bespoke software system, allowing them to report on their ESG achievements. As the requirements around environmental standards and associated CO₂e reporting increases and evolves, partnering with Shields enables telecom network operators and service providers to meet, exceed and demonstrate they are complying with the most stringent targets for ESG- including their public commitments to Net Zero. Shields now serves telecom clients in over 30 countries, supplying hundreds of thousands of redeployed parts annually, negating the need to manufacture and, in turn, reducing associated carbon emissions.

Since 2015 we have been working on an eco-system for telecom operators, enabling them to gain visibility of their group assets while viewing global market availability. As well as reducing CapEx and OpEx spend for telecom network operators, this service will allow clients to increase their net revenue, promote reuse, and reduce their CO₂e footprint.

This is what we call MarketPlace, the first telecom network circular economy software. Shields carried out an independent study that validated 89% CO₂e avoidance for customers using Marketplace when comparing reusing equipment with the mining of raw materials and manufacturing new equipment. Consequently, clients save on budget whilst driving forward their ESG agendas. As you can read on page 46, Marketplace launched to the entire global telecom eco-system through a partnership with the Global System for Mobile Communications Association (GSMA).

89%
CO₂E AVOIDANCE

A white hexagonal graphic with a thin border, containing the text '89%' in large green font and 'CO₂E AVOIDANCE' in smaller white font below it.

ENVIRONMENTAL AIMS

Our aim is to conserve natural resources and create CO₂ emission savings for our customers, as well as within our own operations. We achieve this through focusing on re-use, the highest form of recycling. The largest potential impact from the business is the treatment of the telecommunication industry’s surplus and redundant equipment, and The Shields MarketPlace revolutionises the management of surplus assets by maximising environmental efficiency, negating CO₂ emissions and reducing costs.

We are also able to track the positive impact of recycling equipment, evidencing the CO₂ savings in comparison to the manufacture of new equipment.

	FY 20	FY 21	FY 22	FY 23
Total weight of sold products (Kg)	135,692	858,321	638,731	488,391
tCO ₂ saving ¹	2,284	14,445	10,749	8,219

As can be seen from the table, from FY 20/21 to FY 22/23 we saw a reduction in the total CO₂e avoidance reported as a result of a reduction in total weight of equipment purchased. As the CO₂e calculations are measured per kg of equipment shipped, a drop in weight leads to a drop in CO₂e avoidance. In fact, the quantity of reused units shipped reduced only slightly, from 166,777 to 157,716.

As Shields and GSMA change the telecoms industry and put a focus on a singular telecom network circular economy, this will lead to greater reuse for the planet, but not always in what Shields physically handles. Shields will consider focusing on ‘total reuse enabled’ in future reports, not just the element that has been physically handled by Shields operations.

¹The calculation is total weight of product bought (kg) * 16.83 (the difference between Original Equipment Manufacture (OEM) and Shields emissions per kg of product) = Avoided emissions in CO₂e. The result is then divided by 1,000 to convert from KG CO₂e to tonnes CO₂e.



NET ZERO

Climate change is the biggest challenge facing modern society. To secure the best future for our business, employees, planet, and future generations, reducing Shield's, and our value chain's, environmental impacts is of principal importance.

For 45 years, Shields has been leading the way in reducing the impact of the telecoms industry, ensuring that re-use of equipment is a primary goal. The pioneering adoption of a circular economy model enables not only large financial savings for our customers, but huge CO₂e avoidance figures.

We recognise that not only is it important to reduce our own environmental impact, but to assist our customers in doing the same. A significant proportion of a network operator's GHG emissions will be contained within their indirect Scope 3 emissions. Through driving a global circular economy in the telecoms industry, we also help our customers drive GHG reductions in their supply chain.

In January 2022 we committed to the SBTi (Science Based Targets initiative), setting environmental targets in pursuance of our aim to limit global warming to 1.5°C. SBTi is a collaboration between the Carbon Disclosure Project (CDP), the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF).

To stay on track with our SBTi commitments to attain a 42% total emission reduction from FY 20 to FY 30, our target in FY 23 was to be under 804.106MT CO₂e, which we achieved with a surplus reduction of 28.856MT CO₂e.



MT CO ₂ E	FY 19/20	FY 20/21	FY 21/22	FY 22/23	CHANGE FY 21 TO FY 23
Total Scope 1	638.879	755.09	626.66	542.113	-212.977
Total Scope 2 (location-based)	318.042	226.09	221.72	229.407	3.317
Total Scope 2 (market-based)	318.042	168.93	123.25	140.394	-28.536
Total Scope 1+2	956.921	924.02	749.91	682.507	-241.513
Total Scope 3	–	32,317.25	27,051.10	33,027.195	709.945
Total (location-based)	–	33,298.43	27,899.48	33,798.715	500.285
Total (market-based)	–	33,241.27	27,801.01	33,709.702	468.432



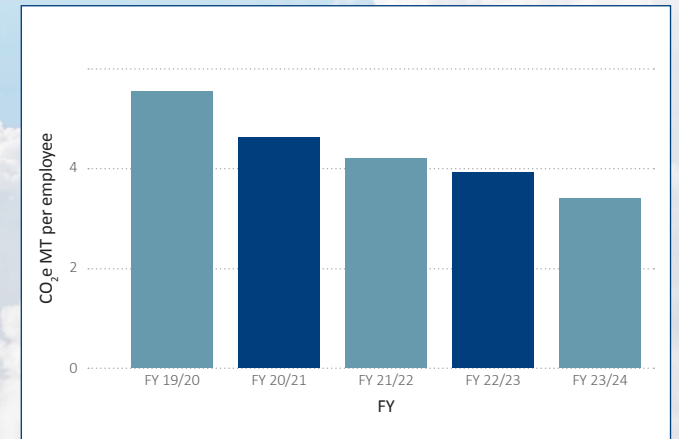
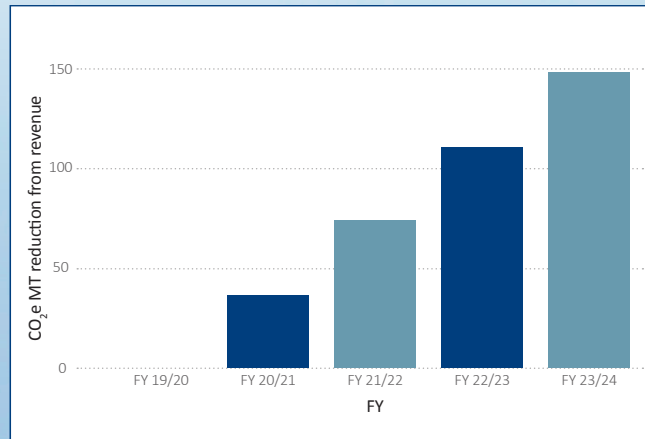
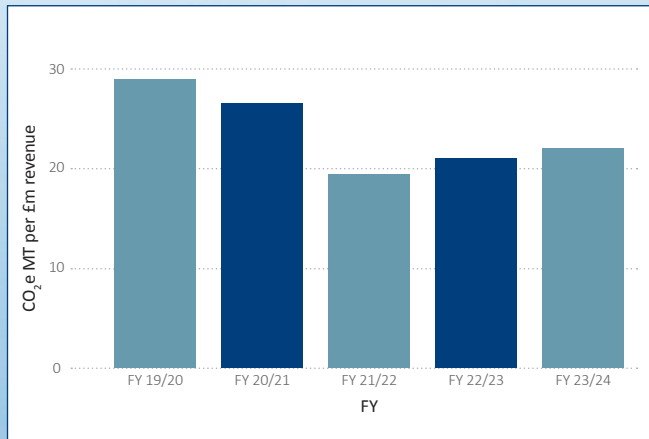
ECOVADIS GOLD RATING

Our EcoVadis Gold sustainability and responsible practices rating puts us in the top 5% of companies (95+ percentile), demonstrating our commitment to Environment, Labour and Human Rights, Ethics, and Sustainable Procurement. The percentile rank compares a company's performance with all rated companies, across industries, over the previous 12 months. This achievement evidences Shields well-organised and proactive approach to sustainability, clear policies, comprehensive reporting on sustainability measures and results indicators, as well as concrete actions taken on sustainability issues.



Since our base financial year of 2019/2020 we have seen significant reductions in our Scope 1 and 2 emissions but an increase in Scope 3 emissions. The Scope 3 increase is a result of two key factors – the introduction of Scope 3 categories into our carbon reporting, and the ongoing expansion of the business.

To provide a more comparable insight into our progress, we apply intensity ratios to our emissions. This is calculated by dividing our total Scope 1 and 2 emissions by a relevant business metric (£m turnover and number of employees), to allow us to monitor the impact of our reduction initiatives overtime, as the business continues to grow.



CARBON REPORTING

SCOPES	SUB CATEGORIES (UNITS - TCO ₂ E)	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 22/23 (% OF TOTAL)			
SCOPE 1									
1	Natural Gas	169.74	191.13	63.36	102.411	0.30%			
1	Fugitive AC	12	12	7.68	7.685	0.02%			
1	Company Vehicles	457.14	551.96	555.62	432.017	1.28%			
SCOPE 2									
2	Purchased Electricity – Market-based	318.04	168.93	123.25	140.394	0.42%			
2	Generated Electricity – Gross emissions	0	0	0	0	0.00%			
SCOPE 3									
3	Water	–	0.43	0.35	0.417	0.00%			
3	Purchased Goods and Services	–	2,738.19	3,019.73	1,661.372	4.93%			
3	Business travel	–	331.6	278.83	278.834	0.83%			
3	Capital Goods	–	75.97	565.82	0.664	0.00%			
3	Upstream & Downstream Transportation & Distribution	–	1,643.35	3,026.1	2,364.66	7.01%			
3	Fuel & Energy Related Activities	–	247.52	190.63	151.572	0.45%			
3	Waste Generated in Operations	–	1,405.13	718.33	611.549	1.81%			
3	Employee Commutes	–	497.2	466.46	224.41	0.67%			
3	Use of Sold Product	–	24,995.99	18,465.48	27,279.69	80.93%			
3	End-of-life of Sold Product	–	381.87	319.37	454.028	1.35%			
SCOPES		TCO ₂ E	%	TCO ₂ E	%	TCO ₂ E	%	TCO ₂ E	%
1		638.88	66.76%	755.09	2.27%	626.66	2.25%	542.1128	1.60%
2 (Location-based)		318.04	33.24%	226.09	0.68%	221.72	0.79%	229.41	0.68%
2 (Market-based)		318.04		168.93		123.25		140.3943	
3		–	–	32,317.25	97.05%	27,051.10	96.96%	33,027.19	97.2%
Total (Location)		956.92		33,298.43		27,899.48		33,798.71	
Total (Market)		956.92		33,241.27		27,801.01		33,709.70	

ENERGY

The majority (97%) of our emissions are in our supply chain (Scope 3). For our electricity, most of our sites worldwide, are on renewable energy contracts. Where renewable energy contracts are not available (for example in Florida), we intend to purchase Renewable Energy Certificates (RECs). The only site where we do not have a renewable electricity contract (REC) is California, where there is a waiting list to sign on to a REC contract option. As a result, we are waiting on updates to State legislation before making the switch.

GAS

Only UK sites are on green gas contracts.

ENERGY CONSUMPTION DATA	20/21		21/22		22/23	
	mWh	GJ	mWh	GJ	mWh	GJ
Total Scope 1	2,950	10,620	2,869	10,329	2,752	9,907
Total Scope 2	778	2800	760	2735	754	2714
Total Scope 1 and 2	3,728	13,420	3,629	13,064	3,506	12,620

In the UK, through our energy broker, we purchased increasing amounts of green energy in FY 23. Our aim is to move all our sites onto green contracts.

46%

RENEWABLE SOURCES WITH A TARGET OF 90%+ FOR FY 24 (INCLUDING RECS PURCHASED FOR FLORIDA)

13%

RENEWABLE SOURCES FOR FY 23

FY 24 GOALS:



APPOINT GREEN / ENERGY CHAMPIONS



PURCHASE RENEWABLE ENERGY CERTIFICATES (RECS)



CREATE A STAFF GUIDE AND AWARENESS CAMPAIGN FOR ENERGY REDUCTIONS



TRANSPORT

While accounting for only 1.28% of our overall emissions, our transport emissions comprised 63% of our total Market-Based Scope 1 and 2 emissions in FYE 23. As something under our direct control, we are actively seeking solutions to reduce the environmental impact of our vehicles in order to meet our SBTi targets. Our first approach is to look for more fuel-efficient vehicles by reviewing the fleet and making changes where necessary. Secondly, we must investigate alternative vehicle solutions, such as electric vehicles. Our primary blocker to switching to electric vehicles is the distance many vehicles are required to drive on a daily basis, with many doing 400-500 miles in a single day. In addition, in the USA we are often driving to very remote areas where charging is not available. Making the switch will require a full analysis of driving distance, styles, and locations to allow us to become more efficient.

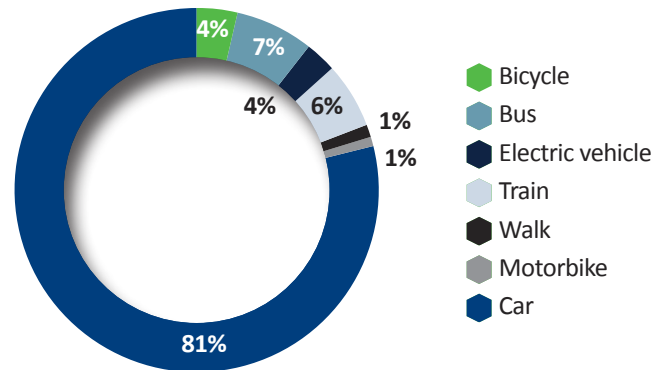
To capture accurate granular data on our mileage, we have installed telematics across a portion of our fleet vehicles. Currently all of our Spanish and US-based fleet have telematics installed, while in the UK, we have telematics installed in our HGVs (Heavy Goods Vehicles).

OUR FLEET:

- UK – 2 DIESEL HGV AND 6 DIESEL VANS
- SPAIN – 3 DIESEL VANS
- USA – 27 UNLEADED 4X4S, 2 DIESEL 4X4S, 1 X DIESEL VAN

EMPLOYEE COMMUTING

We monitor our employee commuting for emissions, as well as to gain insights on employee commuting habits. In our 2023 survey, we had 103 responses (out of a total of 240 employees) to questions around commuting. While the majority of our employees still use a car to get to work, around 21% of employees opted for more sustainable modes of transport (public transport, cycling, EVs and walking). To increase this segment, in the coming year we will continue to investigate the feasibility of initiatives to support sustainable commuting practices and promote take up, such as salary sacrifice schemes and car-pooling.



BUSINESS TRAVEL

We calculate emissions from business travel, compiling data annually from various platforms. In the coming year we will investigate creating a centralised travel management platform to consolidate our business travel data, as well as explore ways to incentivise the most carbon efficient methods (eg: train over plane).

FY 24/25 GOALS:



WE AIM TO INSTALL ALL UK VANS WITH TELEMATICS IN THE UK FOR FY 24/25



WE AIM TO MONITOR AND UTILISE THE DATA FROM THE TELEMATICS / TRACKERS IN SPAIN AND THE USA



WE WILL INVESTIGATE PROMOTING A CYCLE-TO-WORK SCHEME, EV SALARY SACRIFICE FOR CARS AND CAR POOLING (FY 24/25)



WASTE

We receive several thousand tonnes of equipment annually that is not suitable for re-use. Our strategy is to securely recycle this material back into productive use – conserving natural resources and negating the need for further extraction of tens of thousands of tonnes of ore each year. Any assets which cannot be re-used are sent for recycling and we record and monitor the weights of each waste stream.

We have ambitious recovery targets, with an aim to maintain a >90% recovery rate from handled materials (EU target 85%)³.

RECYCLING RATE

- FY 20 – 93.72% RECOVERY RATE
- FY 21 – 94.55% RECOVERY RATE
- FY 22 – 95.32% RECOVERY RATE
- FY 23 – 95.67% RECOVERY RATE³

³Directive 2012/19/EU

⁴For recycling rates, we only have robust data for our operations in Europe. The waste disposal providers in the USA are currently unable to provide this level of data.



FY 24/25 GOALS:



MAINTAIN >95% RECOVERY RATE FROM RECYCLING



ACHIEVE >20% RE-USE OF INCOMING PRODUCT BY WEIGHT



CONTINUE TO STRIVE FOR BETTER RECYCLING DATA FOR THE USA⁴

WASTE DISPOSAL METHODS FYE 2020-2023

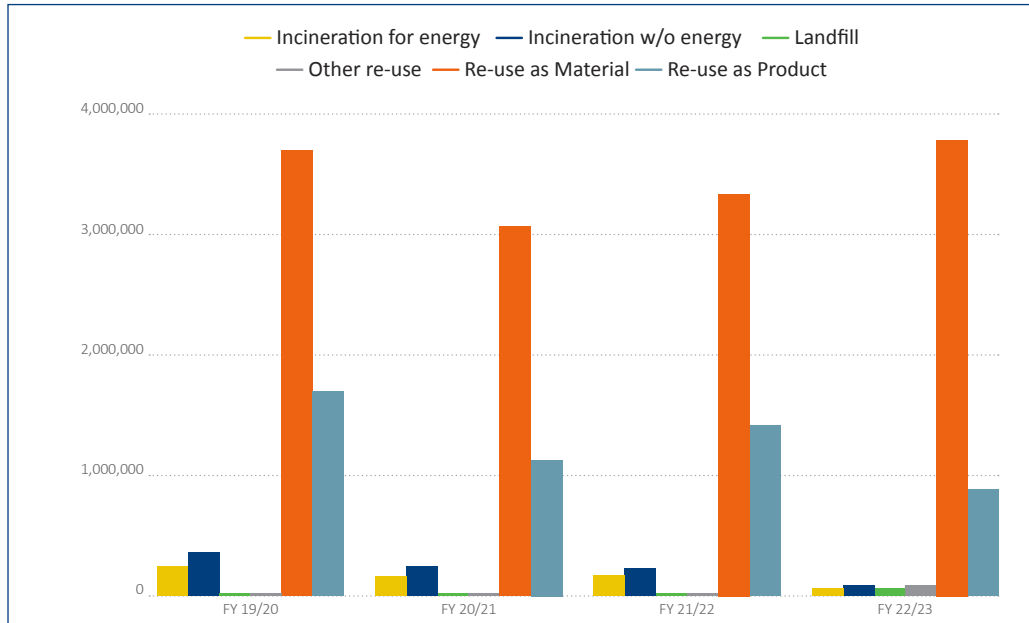
EUROPE MIDDLE EAST AND AFRICA (EMEA)				
ALL	FY 19/20 (KG)	FY 20/21	FY 21/22	FY 22/23
RE-USE AS PRODUCT	1,729,521.80	1,144,075.50	898,187.00	667,827.76
RECYCLE TO RAW MATERIAL	3,785,910.94	3,146,615.49	3,406,001.94	3,868,475.07
OTHER MATERIAL RECOVERY	13,001.61	8,722.66	15,268.35	81,792.76
INCINERATION FOR ENERGY	237,209.70	156,901.39	171,065.35	56,913.85
INCINERATION W/O ENERGY	369,522.20	245,855.21	236,011.91	87,664.62
LANDFILL	16,929.90	11,001.67	11,131.37	57,822.57
TOTAL	6,152,096.15	4,713,171.92	5,283,348.95	5,050,855.87

USA				
	Sent to recycle – 574,898.39kg	Sent to recycle – 528,272.72kg	Sent to recycle – 288,322.81kg	Sent to recycle – 361,658.72kg

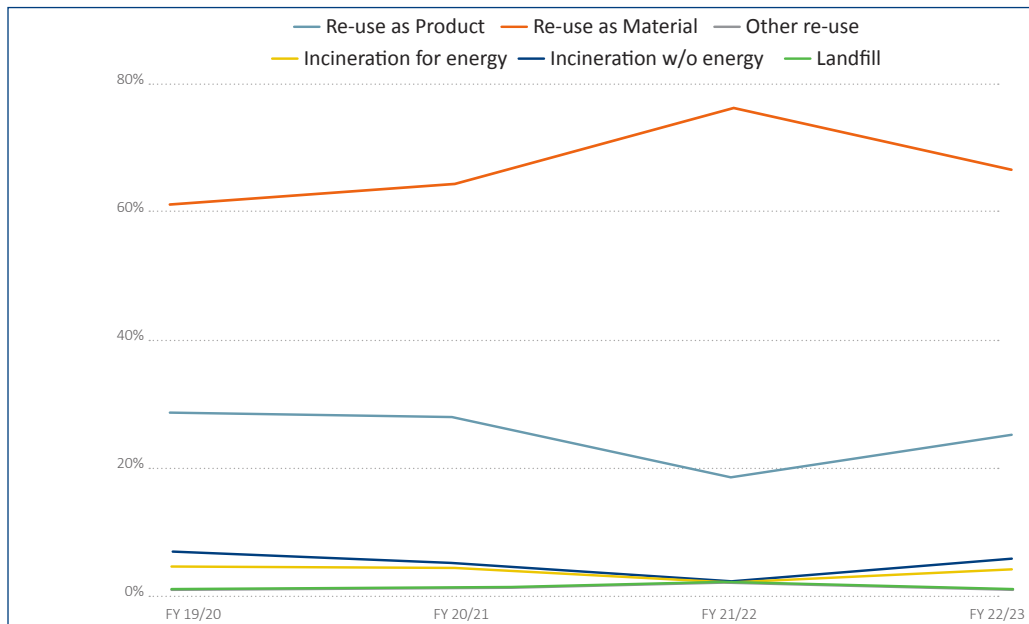
RECOVERY RATE				
ALL	FY 19/20 RECOVERY RATE	FY 20/21 RECOVERY RATE	FY 21/22 RECOVERY RATE	FY 22/23 RECOVERY RATE
RE-USE AS PRODUCT	28.11%	24.27%	27.33%	17.78%
RECYCLE TO RAW MATERIAL	61.54%	66.76%	64.47%	76.59%
OTHER MATERIAL RECOVERY	0.21%	0.19%	0.29%	1.62%
INCINERATION FOR ENERGY	3.86%	3.33%	3.24%	1.13%
INCINERATION W/O ENERGY	6.01%	5.22%	4.47%	1.74%
LANDFILL	0.28%	0.23%	0.21%	1.14%
TOTAL	100%	100%	100%	100%



EQUIPMENT DESTINATION (KG)



RECYCLE AND RECOVERY RATES



CASE STUDY:

RECYCLING RATES (TOTAL FOR FY 22/23):

- UK – 91.69% Recycling rate
- Netherlands – 95.50% Recycling rate
- France – 96.09% Recycling rate
- Spain – 88.18% Recycling rate

RECOVERY RATES (INCLUDING SHIELDS RE-USE) FY 22/23:

- UK – 92.77% recovery rate
- Netherlands – 99.58% recovery rate
- France – 99.43% recovery rate
- Spain – 94.65% recovery rate

AVOIDING HAZARDOUS LANDFILL

It has always been part of our DNA to avoid, where possible, any waste going to landfill, and we ensure that nothing is ever sent directly to any type of landfill. By ensuring correct processing and segregation of materials, we can avoid over 99% of weight received being sent to landfill. The process to extract precious metals from circuit boards during smelting presents a challenge because using the best-known technology there is still a small percentage which ends up in hazardous landfill. Shields has found a potential new European partner which ensures new and better technology, and we hope in the future this will further reduce the quantity ending in landfill.



PACKAGING

Our products arrive to us in packaging of all varieties, including boxes, bubble wrap, electrostatic discharge (ESD) wrapping, pallets and pallet wrap. When packaging our items for shipment, we attempt to re-use packaging materials wherever possible, to the mutual benefit of our OpEx and to sustainability.

40%

**OF OUR PACKAGING IS COMPOSED
OF RECYCLABLE / COMPOSTABLE /
BIODEGRADABLE / RECYCLED MATERIALS**



GLOBAL PACKAGING FY 24/25 STRATEGY:



**SINGLE-USE PLASTIC
REDUCTIONS (SPECIFICALLY)**



**REDUCTIONS OF ALL SINGLE-
USE MATERIALS (GENERALLY)**

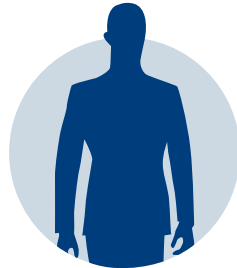
ENVIRONMENTAL STEWARDSHIP

Employee engagement is fundamental to our ESG programme. Our ESG Committee meets monthly and consists of the CEO, COO, QHSE Director and several other key staff members. The Committee discusses CO₂ reduction plans and targets, legislation and how we can help customers on their Net Zero journeys.

Consistent agenda topics for discussion include:

- Consumption review - analysing our Scope 1 and 2 consumption data to identify trends or spikes, to ensure reduction targets are met
- Policy reviews and updates
- Customer ESG requirements
- Internal improvement actions

In addition, relevant staff are trained in environmental matters. All sites dealing with waste are trained on local environmental protection laws. Additionally, staff are trained on procedures to ensure environmental compliance in each region, including waste management, hazardous substance management, site permit requirements, preparation for re-use treatment and specific legislative requirements.



FY 24/25 GOAL:

WE WILL SET UP A SHIELDS 'GREEN TEAM' WITH A MEMBER OF STAFF APPOINTED FOR EACH FACILITY TO DRIVE ENVIRONMENTAL AWARENESS CAMPAIGNS AND POSITIVE CHANGE ACROSS THE BUSINESS



SOCIAL

3. GOOD HEALTH AND WELL-BEING



8. DECENT WORK AND ECONOMIC GROWTH



9. INDUSTRY, INNOVATION AND INFRASTRUCTURE



SOCIAL AIMS

Our Social Policy deals with both the positive effects we have on the community in which we operate and the internal Shields community.

We align with the UN SDGs (see page 11) relevant to the business, which help to inform the two central principles of our social strategy: employee satisfaction and enabling digital connectivity.



1. EMPLOYEE SATISFACTION



The health, safety and welfare of all people comes first. Our most valuable assets are our employees, and we have a direct influence on their welfare and satisfaction within the organisation. We commit to prevent injury and ill health, eliminate hazards, and reduce occupational health and safety risks by ensuring a safe working culture is integral to all work activities. Employees are consulted and participate in the safety structure to provide safe working conditions, which are monitored and reviewed for effectiveness.

In addition, it is vitally important to ensure employees are happy, motivated, and competent. Shields takes employee development seriously from the outset, with a robust onboarding and induction process that allows remote, field and office-based workers to start their journey with Shields in the right way. We also encourage ongoing learning and development opportunities – from competency-based learning, to our management delegate programme; we place a strong emphasis on steering employees from the beginning of their careers all the way through to retirement.

To better assess and drive employee satisfaction, over the next year we have committed to complete an annual engagement survey and share the findings with our employee base.

2. ENABLING DIGITAL CONNECTIVITY

The core mission for the telecom industry is to connect the world digitally in both the developed and developing world. The rollout of the 5G network is progressing well, however, there are still areas which do not yet have the resources to adopt 5G as their optimum solution. At present, 90% of developed countries have internet connections, while only 57% of developing countries are connected.

Shields helps network providers extend their 3G and 4G infrastructures to avoid coverage gaps in those regions that may not currently be suitable for 5G. Since 2019, Shields have reused over 2,000 units in developing countries, and in the coming years, we aim to increase this number, helping to further support global connectivity and social mobility goals.



EMPLOYEE OVERVIEW



**OUR PRIMARY GOAL IS
TO ALWAYS STAY SAFE
AND RETAIN JOBS.**

DAN JONES, CEO

Shields does not offer jobs, we offer careers. Our Human Resources strategy is focused on the hiring, onboarding, retention, training, and development of our biggest assets – our employees. By taking care of our employees, we hope to foster greater work-life balance, as well as a happy, productive workforce. We also believe the training and welfare initiatives we offer are crucial to keeping great employees within the organisation, and that the investment we make in our employees is key to the long term success of the business.

During our employee engagement survey, the Group scored 4.96/7 for “Personal Growth”. In 2024 we will aim to beat that score.

Total number of Full Time Employees (FY 23)

COUNTRY	NUMBER OF FTES	INCREASE / DECREASE FROM FY 22
Purfleet, UK	50	(50) - 0%
Tamworth, UK	27	(21) - 22% decrease
Eindhoven, Netherlands	22	(29) - 31% increase
Orléans, France	21	(38) - 80% increase
Toledo, Spain	34	(37) - 9% increase
Sanford, FL, USA	18	(17) - 6% decrease
Tracy, CA, USA	43	(43) - 0%
Total	215	

Percentage female staff at levels

FEMALE STAFF	FY 20/21 (%)	FY 21/22 (%)	FY 22/23 (%)
Executive and Senior Management	11.8	12.6	17.6
Management	20.3	25.6	30.7
All other staff	16.3	19.8	20.5
Total	16.4	19.9	21.5

SUMMARY:

- 13% increase of female staff across the business
- 22% increase of female staff in management, executive and senior management positions
- 10% increase in staff from FY 22 to FY 23
- A significant percentage of new hires are under the age of 30 in most regions, indicating a strong commitment to providing opportunities for young professionals.
- The percentage of new female hires is reasonably high in specific regions, demonstrating efforts to promote gender diversity



Employee hiring and turnover

	FY 22/23					
	NL	UK	ES	FR	CA	FL
New employee hires and employee turnover						
Total number of new employee hires during the reporting period, by age group and region	22	27	12	30	7	4
<30	16	15	8	10	1	1
31-50	5	11	3	18	1	1
>50	1	1	1	2	5	2
Total rate of new employee hires during the reporting period, by age group and region						
<30	73%	56%	67%	33%	14%	25%
31-50	23%	41%	25%	60%	14%	25%
>50	5%	4%	8%	7%	71%	50%
Total number and rate of new employee hires during the reporting period, by gender and region						
Female	2	7	3	3	1	2
Male	20	20	9	27	6	2
Total rate of new employee hires during the reporting period, by gender and region						
Female	9%	26%	25%	10%	14%	50%
Male	91%	74%	75%	90%	86%	50%
Total number of employee turnover during the reporting period, by age group and region	11	33	3	20	12	0
<30	2	14	0	8	1	0
31-50	7	13	2	10	3	0
>50	2	6	1	2	7	0
Total rate of employee turnover during the reporting period, by age group and region						
<30	8%	38%	0%	28%	2%	0%
31-50	28%	35%	5%	34%	6%	0%
>50	8%	16%	3%	7%	15%	0%
Total number of employee turnover during the reporting period, by gender and region						
Female	4	5	0	5	1	2
Male	7	18	3	15	11	2
Total rate of employee turnover during the reporting period, by gender and region						
Female	16%	14%	0%	17%	2%	11%
Male	28%	49%	8%	52%	23%	11%



DIVERSITY AND INCLUSION



Our commitment to fostering a diverse, equitable, and inclusive workplace is exemplified through comprehensive online training programs available to all staff across Europe. These training programs are designed to educate, raise awareness, and equip our employees with the necessary tools to embrace and promote diversity, equity, and inclusion (DEI) in their daily work and interactions.

We believe that a diverse and inclusive environment drives innovation, enhances collaboration, and leads to better business outcomes. This initiative is not just about compliance but about building a culture where every individual feels valued and respected.

We are excited to announce our intention to extend this initiative to our US employees in the coming year. This expansion will ensure a consistent and unified approach to DEI across all our global operations. By doing so, we aim to create a cohesive, inclusive culture that empowers every employee to contribute to a supportive and diverse workplace environment.

HEALTH AND SAFETY

Ensuring the health, safety, and well-being of our employees is paramount to upholding their trust, as well as Shield's reputation as a responsible employer. To this aim, we have robust health and safety procedures in place to safeguard our workforce, underpinned by our SafeContractor accreditation. All employees undertake H&S training dependent on their job role. This includes basic H&S requirements for office staff and manual handling, electrical, forklift, asbestos, data security, first aid and fire training for more specialist roles. Staff must evidence competency in their roles, and we ensure refresher training is provided where necessary.

H&S DATA - FY 22/23

- X1 MAJOR ACCIDENT – A SUBCONTRACTOR WAS MOVING EQUIPMENT ON THE BACK OF A LORRY AND FELL AND DAMAGED HIS HIP
- X14 MINOR ACCIDENT
- X3 NEAR MISS

	FY 20/21	FY 21/23	FY 22/23
Fatalities	0	0	0
No. Major accidents	1	0	1*
No. Minor accidents	13	14	13
No. near misses	4	7	3
Accident frequency rate (AFR)	7.16	6.87	6.54
Non-fatal accident and near miss frequency rate (NFANM)	8.46	8.02	5.89
Accident/near miss frequency rate (ANMFR)	4.48	5.15	3.97
Lost day events	3	3	1
Lost days	10	22	5
Lost time injury frequency rate (LTI-F)	6.71	7.36	2.33
Lost time injury severity rate (LTI-S)	4.48	10.79	2.33

*Subcontractor accident

AFR = Number of accidents * 1000000 / Total hours worked

NFANM = Number of accidents/near misses * 100000

ANMFR = Number of accidents/near misses * 1000000 / Total hours worked

LTI-F = Number of lost time injuries * 1000000 / Total hours worked

LTI-S = Number of lost time days * 200000 / Total hours worked



LEARNING AND DEVELOPMENT

Our Learning Management System (LMS) provides both remote and classroom-based training on core subjects and the yearly training curriculum (for details of these, see the table below). This includes topics such as product knowledge, industry regulations, leadership and teamwork, and professional development.

Remote training is conducted using digital platforms such as web-based training tools, virtual classrooms, and online learning management systems, allowing employees to access training

materials and resources from any location with an internet connection. Classroom-based training is conducted in an onsite classroom setting, typically led by an instructor, and may include interactive activities, group discussions, and hands-on exercises. This combined learning approach allows us to provide a comprehensive training experience that equips employees with the skills and knowledge needed to perform their roles with confidence.

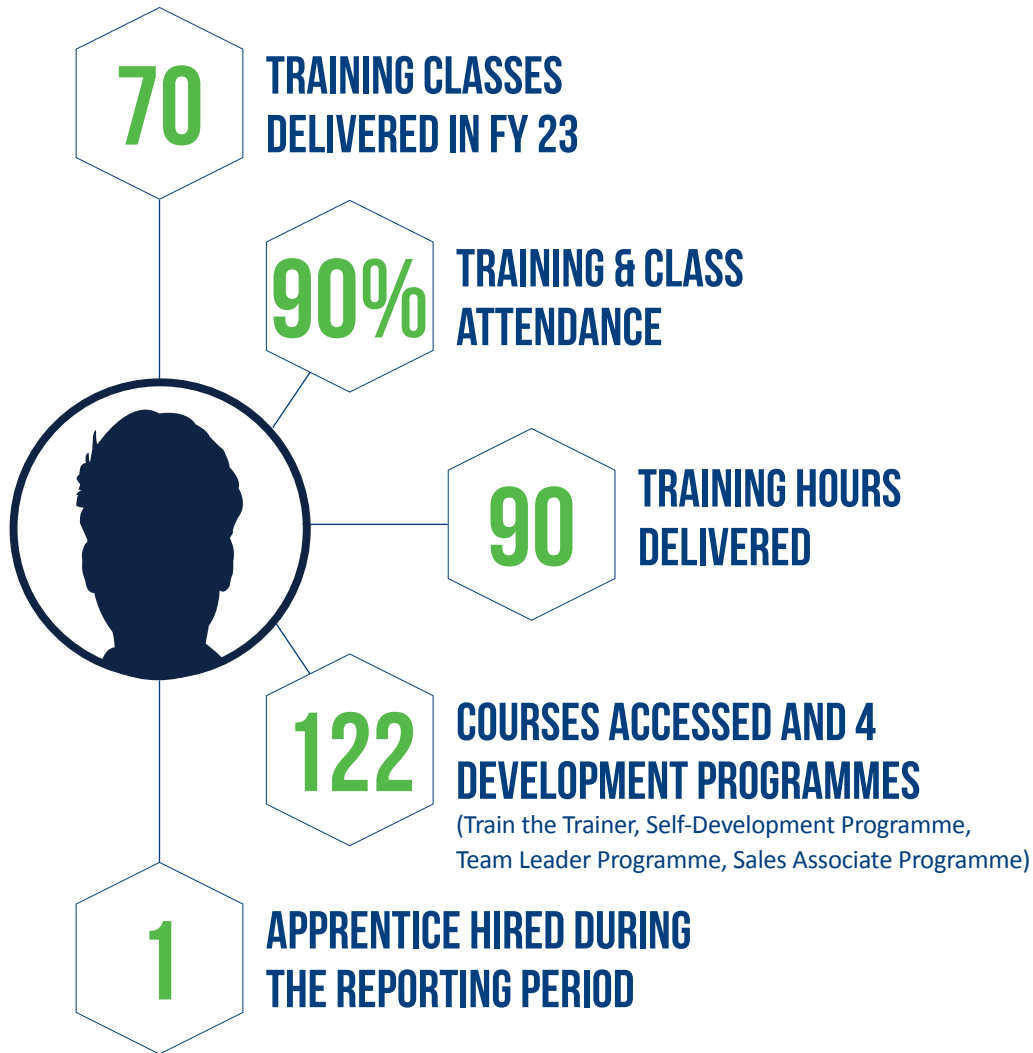
OFFICE	OPERATIONS / TECHNICAL	ON SITE ENGINEERING / SERVICES
Cyber Security Awareness	Cyber Security Awareness	Cyber Security Awareness
Display Screen Equipment	Display Screen Equipment (If worker uses a laptop regularly)	Display Screen Equipment (If worker uses a laptop regularly)
Environmental Awareness	Environmental Awareness	Environmental Awareness
Equality, Diversity, Inclusion	Equality, Diversity, Inclusion	Equality, Diversity, Inclusion
GDPR UK / EU	GDPR UK / EU	GDPR UK / EU
Health and Safety Essentials	Health and Safety Essentials	Health and Safety Essentials
Sexual Harassment Awareness	Sexual Harassment Awareness	Sexual Harassment Awareness
X5 Shadow Shifts (Partnered Training)	X5 Shadow Shifts (Partnered Training)	X5 Shadow Shifts (Partnered Training)
Hands on Training (Teaching role responsibilities)	Hands on Training (Teaching role responsibilities)	Hands on Training (Teaching role responsibilities)
Systems / Tools Training	Forklift Training	RF Awareness
	Medical	Emergency First Aid
	Systems / Tools Training	Rooftop Awareness
		Medical
		AC / DC Competency
		Systems / Tools Training

FY 24/25 GOAL:



TO CONTINUE TO DEVELOP INTERNAL WORKSHOPS & TRAINING PROGRAMS TO UPSKILL THE ORGANISATION





CASE STUDIES:

RISING STAR

Monika Petrauskaite is our UK Operations Manager.

"I joined the company as an admin, but over the years, I've grown into the role of Operations Manager. It's been an incredible journey of learning, challenges, and personal growth. I've had the opportunity to take on new responsibilities, lead teams, and contribute to the company's success in meaningful ways. The support and opportunities provided by the company have been instrumental in my development. I'm proud of how far I've come and excited about the future possibilities as we continue to grow."

As UK Operations Manager, Monika now oversees our warehouse and logistics sectors.

UPSKILLING ON THE JOB

Martin Kerrigan.

Starting with a background in electrical work, Martin began his career within our on-site engineering team, showcasing his skills and dedication. Taking the opportunity to undergo further cross-training, he moved to our warehouse, taking on the role of Goods-In receiving and then moved into our technical department, where he now thrives as a valuable member of our team, serving as a proficient lab technician. Martin's path over the last five years exemplifies our commitment to fostering growth and providing opportunities for our employees to excel in diverse roles.

APPRENTICE

Olivia Cox - Level 3 Business Administrator – 8POINT8 Training.

Olivia started with us in 2021 on a business administrator apprenticeship, and having now completed the course, she is in full time employment with Shields as a services administrator, taking responsibility for the coordination of our equipment installation/decommission services. Throughout the apprenticeship and beyond, Olivia has developed her interpersonal and business skills through her hard work at Shields, and in doing so, has become a valuable asset to our business.



WELL-BEING

At Shields we encourage regular physical activity and offer resources to support employees maintain an active lifestyle. Both Human Resources and Quality, Health, Safety and Environment (QHSE) take ownership of employee well-being, which includes assessments with employees on equipment to ensure a comfortable and safe work environment. Shields employees are also entitled to flexible working arrangements to accommodate their health and fitness needs, such as regular breaks for exercise, and standing desks.

To support mental well-being, the Shields Employment Assistance Programme (EAP) is a confidential resource offering support for personal challenges, such as stress, family issues, and financial concerns. Employees and immediate family members or dependents have on-call access to qualified counsellors, who are available for either face-to-face or telephone sessions.

FY 24/25 GOAL:



**TO HAVE ALL HR STAFF
TRAINED AS MENTAL
HEALTH FIRST-AIDERS**

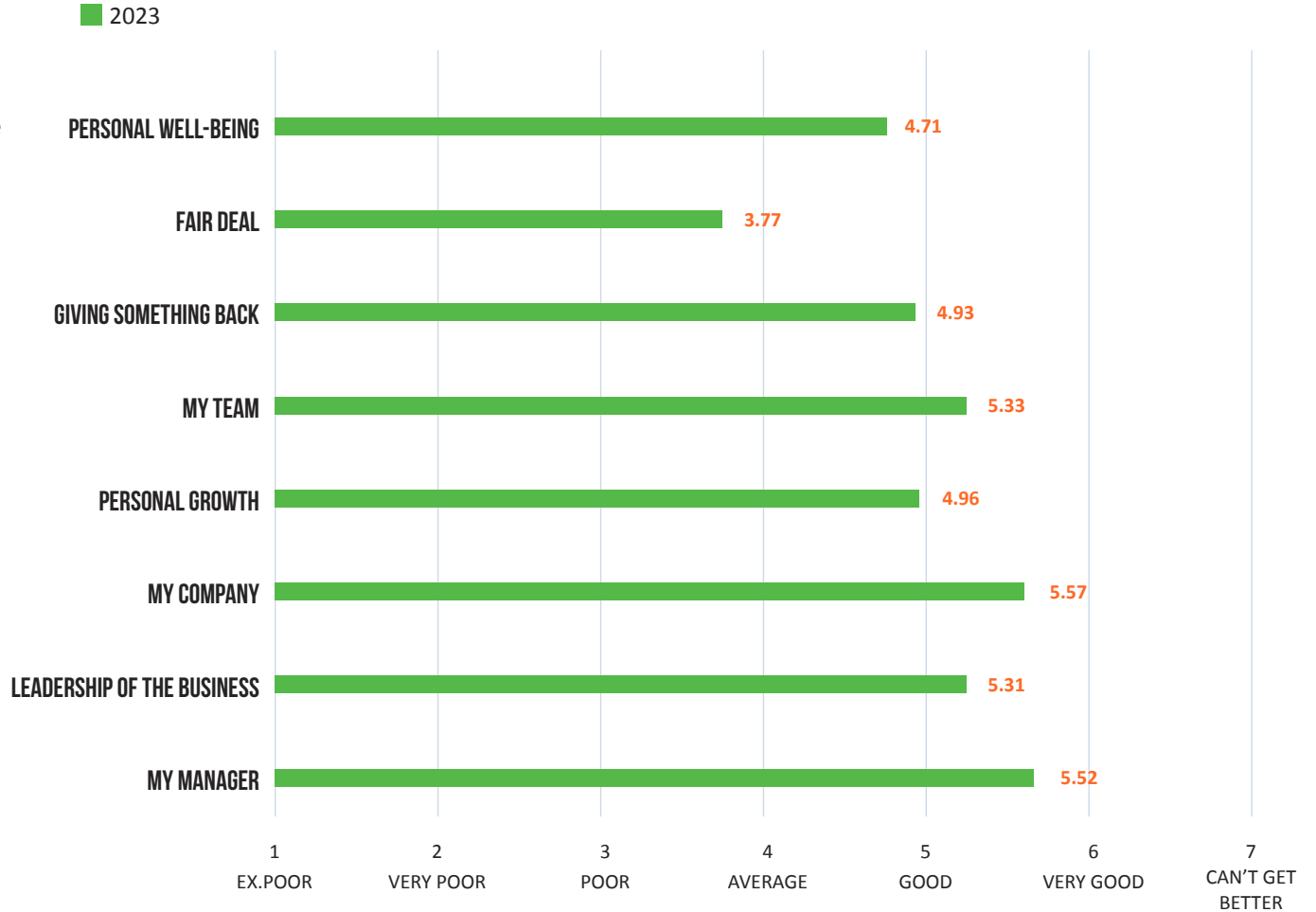


EMPLOYEE ENGAGEMENT

At Shields, we want to ensure each employee feels rewarded and recognised for their work. We organise annual end-of-summer and end-of-year parties, bringing colleagues together to celebrate the team’s hard work and achievements over the year. In 2023, we also provided an all-expenses-paid trip to London, UK, for two top performers from France and Spain. During the trip, they had the opportunity to tour our HQ facility, meet the team and explore the city of London.

All employees are paid the Real Living Wage or above, and we offer a generous benefits package to staff, including life insurance contributions, a discretionary bonus scheme (group, divisional and personal), a Christmas bonus, and a company virtual share scheme. Additionally, we provide up to three extra days paid leave for charity work, performance days (following the completion of personal development goals), and birthdays respectively.

To further enhance our employee offerings, we encourage employees to provide feedback and suggestions for improvement. This is sourced through a range of mechanisms, including yearly engagement surveys, and local round table meetings held by directors upon their travel to our facilities. We also use performance evaluations as a tool to measure engagement, assessing feedback to help employees reach their full potential.



COMMUNITY ENGAGEMENT



VISITS TO DATE:

28/06/22 Osbornes School, Essex

28/06/22 Bromford School, Essex

04/07/22 West Hatch School, Essex

04/10/22 Brentwood Ursuline Convent High School, Essex

18/01/23 Davenant School, Essex

08/02/23 Gordon's School, Surrey



CASE STUDY:

'SPEAKERS FOR SCHOOLS'

In FY 23, Shields visited over 25 schools to deliver 'Getting into Employment' talks, offering best practice guidance on how to secure their first job, as well as navigate the job market. At Shields, we have a foundation of investing in talent and supporting existing employees to develop and fulfil their career aspirations. This strategy has not only served to build a thriving business but has also resulted in some very long and happy professional partnerships.

In addition to nurturing our existing talent, Shields understands the importance of looking to the future. As such, we have teamed up with the educational inequality charity Speakers for Schools (Speakers for Schools.org), to support the talent of tomorrow. The charity aims to provide all young people with access to the prestigious networks made available to attendees of fee-paying schools in the UK to help bridge the gap. This helps to decrease the statistical likelihood of school leavers becoming NEET (not in education, employment, or training), and removes some of the barriers that limit their talent pipelines.

Speakers for Schools announced that together, our workshops have reached over 500 students in the calendar year 2022, as well as through continued work in 2023. Shields' social policy is not only concerned with the positive impact that the business has on our internal workforce, but also on the broader community. By reaching out to schools in the surrounding area, it has been possible for us to build new relationships and support local education and communities.

In addition, Shields gives employees a dedicated day to volunteer their time to support charitable causes, fostering a culture of giving back and making a positive impact in our communities.

OUR WORKSHOPS
HAVE REACHED OVER

500

STUDENTS IN 2022



SUPPLY CHAIN

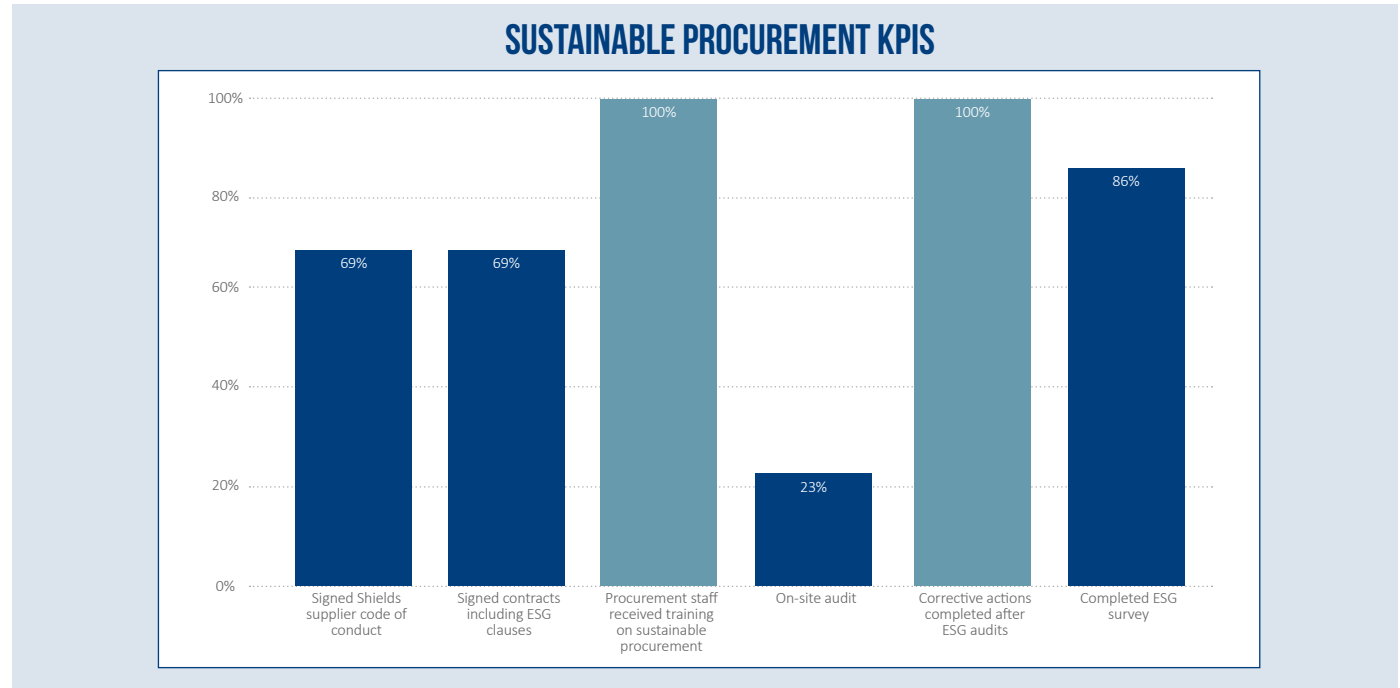


SUPPLY CHAIN

As shown in our carbon emission calculations, over 97% sits within our Scope 3 and supply chain. Comprising such a significant proportion of our emissions output, along with increased expectations on companies to responsibly manage their wider ESG impacts, supply chain is a key focus area for us. In 2023, Shields started to measure the performance of our key suppliers to baseline their ESG maturity and drive and monitor progress. Although Shields is not directly affected by CSRD (Corporate Sustainability Reporting Directive), many of our customers are, and so we want to ensure we continuously measure and improve our own ESG performance, and offer support to our customers in doing the same.

Vetting our suppliers is a key stage of supply chain monitoring, and ensures suppliers are clear on expected behaviours. Through our Sustainable Procurement Policy, key suppliers must agree to specific environmental clauses, in addition to a Code of Conduct. Contracts ensure that partners provide the necessary ESG data for Shields to be able to assess performance. Furthermore, our Sustainable Procurement Policy measures internal performance on the indicators (see graph on the right), which shows our FY 22/23 performance:

Prior to onboarding, key suppliers must also complete our ESG assessment, providing us with a baseline indication of their ESG performance to measure ongoing compliance and progress. This assessment is then completed by partners annually. Our key suppliers fall into two main categories – Hardware Providers and Recycling partners. For Hardware Providers, traceability is relatively simple - we know the equipment and its source. For Recycling Partners, traceability can prove more challenging, since equipment may end up



at multiple recyclers, and it could be several companies downstream until its final recovery. For our trusted, longstanding partnerships, we have access to high-quality data built up over many years, however, for newer recycling routes this data can be more difficult to obtain, since recycling companies may either not be willing, or unable, to provide details on further downstream routes (this is often due to a perceived risk of loss of proprietary information). In the coming year, we will continue to work with these partners to enhance oversight and transparent reporting.

97%
**OF OUR CARBON EMISSIONS
 ARE WITHIN OUR SCOPE 3
 AND SUPPLY CHAIN**



ESG SURVEY RESULTS

Each company who completes an ESG survey is classed as Platinum, Gold, Silver or Bronze in three areas:

1. ESG Score
2. GHG reporting
3. Downstream information (for recyclers) or 'Red flags' for Hardware suppliers



Gold: 3 points



Silver: 2 points



Bronze: 1 point

Spend within local supply chains - FY 22/23

- Great Britain - £323k
- Netherlands - €627k
- France - €144k
- Spain - €75k

FINDINGS FROM 22/23 SURVEY

RECYCLERS	AVERAGE SCORE (PTS)	
1. ESG Score	1.92	
2. GHG reporting	1.95	
3. Downstream information	2.42	

HARDWARE PARTNERS	AVERAGE SCORE (PTS)	
1. ESG Score	2	
2. GHG reporting	1	
3. 'Red flags'	2	

QUALITY LEADING TO SUSTAINABILITY

Quality is the main driver of sustainability for the re-use of equipment – without good quality equipment there will be no re-use!

To that end, we have worked with various hardware suppliers to drive up their quality performance. For example, after training on our quality process and guidelines, one key supplier went from a failure rate of 35% to less than 1% within 12 months. This high standard of quality enables us to ship directly from source to client without the equipment passing through a Shields facility, reducing the need for transport. During FY 22/23 we shipped 1.6 tonnes directly from vendor to customer, and we expect this to increase each year.

GROUP PROCUREMENT POLICY (EMEA)

- 100% of suppliers with spend of over \$100k per annum have a contract with ESG compliance targets
- 85% of suppliers are selected against criteria, which includes sustainability standards

By creating a set of sustainable commercial agreements within the supply chain and client base we have been able to reduce risk of supply and quality issues.



OUR SUPPLIER LOCATIONS FY 22 / 23



Location of suppliers FY 22/23:

UK	Colombia
France	China
Spain	UAE
Austria	Sweden
Italy	Poland
US	

FY 24/25 GOALS:



DEVELOP WORKING PARTNERSHIPS WITH OUR KEY SUPPLY PARTNERS AND CLIENTS



STRENGTHEN PARTNERSHIPS TO ENSURE AN EVER INCREASING AND IMPROVED LEVEL OF SERVICE AND QUALITY



GOVERNANCE



GOVERNANCE

The Shields Board is fully committed to driving ESG both within the company and its wider value chain, undertaking an independent analysis of our current performance to create an action plan for improvements. Transparency is fundamental to this approach, and Shields has always been and always will be, completely open and honest with our customers. This integrity will ensure close and continued working relations with our partners for many years to come. Customers have the right to inspect Shields' financial and environmental records with as little as 24 hours' notice. Additionally as part of our Client Engagement Process, we offer scheduled audits of our records and facilities to both our Clients and Key Supply Partners.

FREQUENCY OF BOARD

Monthly, following the publishing of management accounts.

The Board has a key role and involvement in:

- Supporting management in the implementation of our ESG policies, disciplines, and operating procedures across the Shields Environmental Group
- Encouraging the further development of ESG initiatives and targets in Scope 1, 2 & 3
- Setting and implementing ESG targets for Shields to achieve locally and globally
- Embedding ESG saving capability in all aspects of our product offering to customers
- Providing data and audit trails to allow the recording of environmental savings and verification of those numbers by an independent arbiter

BOARD DIVERSITY

Shields recognise the value of a diverse board, and the accompanying benefits of greater diversity of thought, experience, and perspectives. The Exec Team has some cultural and ethnic diversity, with Dutch, French & US representation on the Exec Committee. However, at present, there is little diversity in the Shields board. To address this, we plan to add 1-2 Non Exec's to the Board, to broaden the diversity mix.

The Board also has considerable expertise and experience in this field through:

- Management
- Gordon Shields as the founder and now an NED on the Board and
- Tony Rice





GORDON SHIELDS FOUNDER

Gordon Shields founded Shields Environmental in 1979 and quickly rose to the challenge of making environmental excellence a part of everyday business.

He has 40 plus years of experience in developing cutting-edge environmental management capabilities and developing them into successful businesses. In 2000 Gordon and his team developed a solution for the mobile phone regarding safe and secure recycling, named Fonebak (later renamed Regeneris). He and his team floated this on AIM in 2005 with a market capitalisation of £25 million. With his team he grew this business from zero turnover in 2000 to £100m turnover and £6m profits before retiring as Chairman in 2008. That business reached a market capitalisation of over £300m and has now transformed into Blanco.

The company Shields continues to be a successful business in the telecoms sector and has grown to service the largest networks around the world.

Gordon's focus is now working with his son to substantially grow Shields Energy Services (now CODA). The company's proposition combines advanced data analytics with intelligent building control in a unique manner enabling large commercial estate holders to achieve energy cost and OpEx savings.

Gordon served on the Leadership Board of Business in the Community's (BITC) Environment Division from 1996 to 2008. In addition, Gordon was invited by the UK's Environment Minister to serve on a steering group that assisted the UK Government in meeting its environmental targets and on a UK Government Business Task Force on Sustainability. Gordon has also contributed to the efforts of the United Nations Environmental Programme and was made a Fellow of the Royal Society of Arts (RSA) for his contribution to the environment.



TONY RICE CHAIRMAN

Tony was Chief Executive of Cable & Wireless, the international telecoms operator until the end of 2014.

Previously, he was Joint Managing Director and Finance Director for CW, Chief Executive of Tunstall Healthcare, Europe's largest telecare and telehealth business as well as serving as Group Treasurer at British Aerospace and its successor company BAE Systems for 16 years, ultimately becoming Group MD of Commercial Aircraft, responsible for its Airbus and Regional Aircraft business units. He also was involved in the launch of Orange Mobile Telephone and Airbus Industries during this time.

Tony is currently Chairman of Dechra Plc, the UK's leading animal healthcare company and Non-Executive Director and Senior Independent Director of Halma Plc. He has been a NED and Senior Independent Director for Spirit Pub Company plc since 2008 and serves as a Trustee for the Whittington Hospital Trust.

He had been involved with various privately opened companies as a Chairman and investor most notably Alexander Mann Solutions, the market leading HR outsource company and currently Xerxes Equity and Atlas Software Solutions.

Tony was also a Non-Executive, Senior Independent, Director and Chair of Remuneration at Halma Plc. Halma is a quoted company in the FTSE 50 with a £8 billion market cap which designs, manufactures and sells high technology equipment in the safety, health and environmental markets such as gas detectors, fire alarms and suppression, systems and ophthalmic equipment etc.



DANIEL JONES CEO

Daniel Jones is the CEO of Shields and a Board Member.

Before being named CEO in January 2015, Daniel was Shields Group CFO, then COO and was responsible for all the company's worldwide finance, sales and operations. Daniel's vision as CEO is to be the leading provider of solutions to telecom network operators. Bringing structural change to the way networks are sourced and maintained by revolutionising processes, resulting in substantial efficiencies and cost savings. Daniel qualified as a Chartered Accountant (ACA) at the young age of 22.



DAVID CHALLIS CFO

A qualified Chartered Accountant (ACA), David spent 14 years with Kingston Smith LLP where he was both a trainee and latterly a Partner.

He was responsible for general corporate and professional advice to SME's, their Directors and shareholders. David originally joined Shields in 2000 and soon became Finance Director. David returned to Shields during 2013 as Chief Financial Officer.



ESG GOVERNANCE

The ESG committee meets monthly and consists of the CEO, COO, QHSE Director and several other key staff members. The committee discusses CO₂ reduction plans and targets, legislation and how we can help customers on their Net Zero journeys. These key issues are then reported up to Board level.

Our ESG Awards and accreditations evidence our ESG achievements. Shields is certified to ISO 9001, 14001 and 45001, and maintaining compliance with these standards ensures that we continue to examine our business risks and opportunities.

Our awards and accreditations include:

- SBTi
- EcoVadis Gold – and aiming for Platinum
- CDP – targeted for FY 24
- ISO 9001, 14001 and 45001 in 7 from 8 facilities. ISO 27001 in 2 facilities. TL9000 in 1 facility.
- EcoVadis Gold 2022 and 2023.

RISK MANAGEMENT AND COMPLIANCE

Our company risk register documents the risks and opportunities to the business, as well as the controls in place to manage them. All interested parties are identified (i.e. governmental agencies, customers) and contacted to ensure compliance. The risk register is maintained by the QHSE Director, and there is a full review conducted at least annually with senior management. We also have a continuity plan which documents how the business would respond to the highest risks globally. On a more local level, each site has an emergency response plan for emergencies such as spillages and fires. Lastly, we have undergone an external ESG review from Sustainable Advantage, as well as contracting Zevero for our Net Zero calculations, providing external verification on our ESG practices. Learn more here [https://www.shields-e.com/case-studies/2022/shields-advances-the-telecom-industrys-Net Zero-journey](https://www.shields-e.com/case-studies/2022/shields-advances-the-telecom-industrys-Net-Zero-journey)

CYBER SECURITY

In addition to our overarching Information Technology & Security Policy (ITSP), we have ISO 27001 (the international standard to manage information security) implemented across two sites (HQ and Centre of Excellence). This is supplemented by external providers and third parties, who conduct annual penetration testing. This in turn helps to inform our cyber security governance practices, such as policies, our disaster recovery plan, and the work of our designated cybersecurity team.

Our policies are aligned to the Data Protection Act 2018 and we have completed a GDPR Risk assessment. We are also registered with the Information Commissioner's Office (ICO), which ensures we have the key processes in place to safeguard client, customer, and company data e.g. limiting access, data protection policies, external verification of data protection processes.



CODE OF CONDUCT

Shields aims to always deliver the highest standards of customer care, which are detailed in our Code of Conduct. All employees understand the importance of customer care and its direct reflection upon Shields. Whether dealing with a customer face to face, on the telephone or handling paperwork or correspondence, each employee is representing both Shields and the department in which that person works.

The Code of Conduct details expectations on appearance and dress, use of and care for protective clothing, tidiness, our clear desk policy, telephone usage and punctuality.

WHISTLEBLOWING

Our Whistleblowing Policy is included in the Shield's Company handbook and issued on induction. Staff members are encouraged to report instances to members of Human Resources.

GOAL:

- Appoint a whistleblowing champion
- Use an external whistleblowing provider

MODERN SLAVERY

For its own workforce, Shields has recruitment criteria in place to verify the identity, age, and eligibility to work in the jurisdiction the person will be employed in. Shields does not employ subcontractors, which gives the company full visibility of recruitment criteria of employees hired directly. Regarding mitigation of supply chain risks, Shields has a supplier code of conduct in place and training is provided to procurement personnel regarding screening prospective suppliers, including practices in relation to human rights. Shields has recently hit the legal threshold required to publish a Modern Slavery Statement, therefore, we will be implementing one imminently in the coming year.

ANTI-BRIBERY AND CORRUPTION

Shields values its reputation for ethical behaviour, financial probity and reliability, and recognise that over and above the commission of any crime, any involvement in bribery will also reflect adversely on our image and reputation. We have the following controls in place to limit our risk exposure to anti-bribery and corruption:

- Setting out a clear anti-bribery policy, which is provided to all employees during onboarding
- Encouraging employees to be vigilant and to report any suspicion of bribery, providing them with suitable channels of communication and ensuring sensitive information is treated appropriately
- Rigorously investigating instances of alleged bribery and assisting the police and other appropriate authorities in any resultant prosecution
- Taking firm and vigorous action against any individual(s) involved in bribery



MARKETPLACE

LOOKING FORWARD – MARKETPLACE

In February 2024, Shields was proud to launch its MarketPlace solution in partnership with GSMA. GSMA represent the interests of telecom operators worldwide and in partnership with Shields have launched a network equipment commerce platform to help the telecoms industry achieve its financial and environmental sustainability goals, in alignment with SGD 17.

GSMA unites nearly 750 operators with almost 350 companies in the broader ecosystem and the new cloud-based global platform, called GSMA Equipment Marketplace, is now helping telecommunication providers around the world reuse, redeploy and recycle their network assets, while helping them achieve their Net Zero environmental targets and ensure financial sustainability.

By making the service available to its membership base of more than 1,000 telecom operators and equipment manufacturers around the world, the GSMA hopes that the service can transform the way networks – fixed, mobile or private – are procured and decommissioned. In turn this will support the industry in its ambitions to reduce carbon emissions

and minimise extraction of environmentally damaging raw materials used to make telecoms equipment.

The GSMA estimates that manufacturing network equipment (including materials extraction and processing) and constructing network sites and mobile masts accounts for more than 30 million tonnes CO₂e per year. GSMA Equipment Marketplace can help to reduce these figures by enabling operators to reuse and recycle more of their assets, and so help support the industry to achieve its ambition to be Net Zero by 2050 at the latest.

The GSMA Equipment Marketplace platform has as one of its launch customers the Vodafone Group, and the plan through FY 24 and beyond is for GSMA and Shields making it available to industry as a whole.

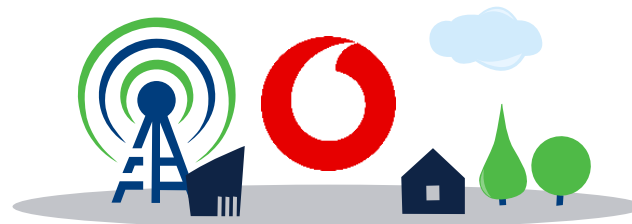
Daniel Jones, CEO Shields

John Giusti, Chief Regulatory Officer and Climate Action sponsor at the GSMA, said:

“The industry continues strong and concerted action to deliver on its Net Zero commitments. Transitioning to a more circular economy business model can help operators further lower their emissions, by reducing reliance on carbon-intensive equipment manufacturing. We believe this new platform from the GSMA and Shields can support telecommunication network providers in their efforts to reduce carbon emissions and limit their reliance on raw material extraction.”

Ninian Wilson, Vodafone Global Supply Chain Director & CEO Vodafone Procurement Company said:

“This platform has successfully supported Vodafone to reuse, resell and recycle decommissioned network equipment since we started using it in 2021. It has delivered new revenue and savings opportunities, while also contributing to a reduction of our carbon footprint. We are delighted to see this platform opening up to serve businesses across our whole industry, enabling a more circular economy for network equipment at greater scale.”





Working in partnership with:



An intelligent approach to energy, waste & sustainability

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