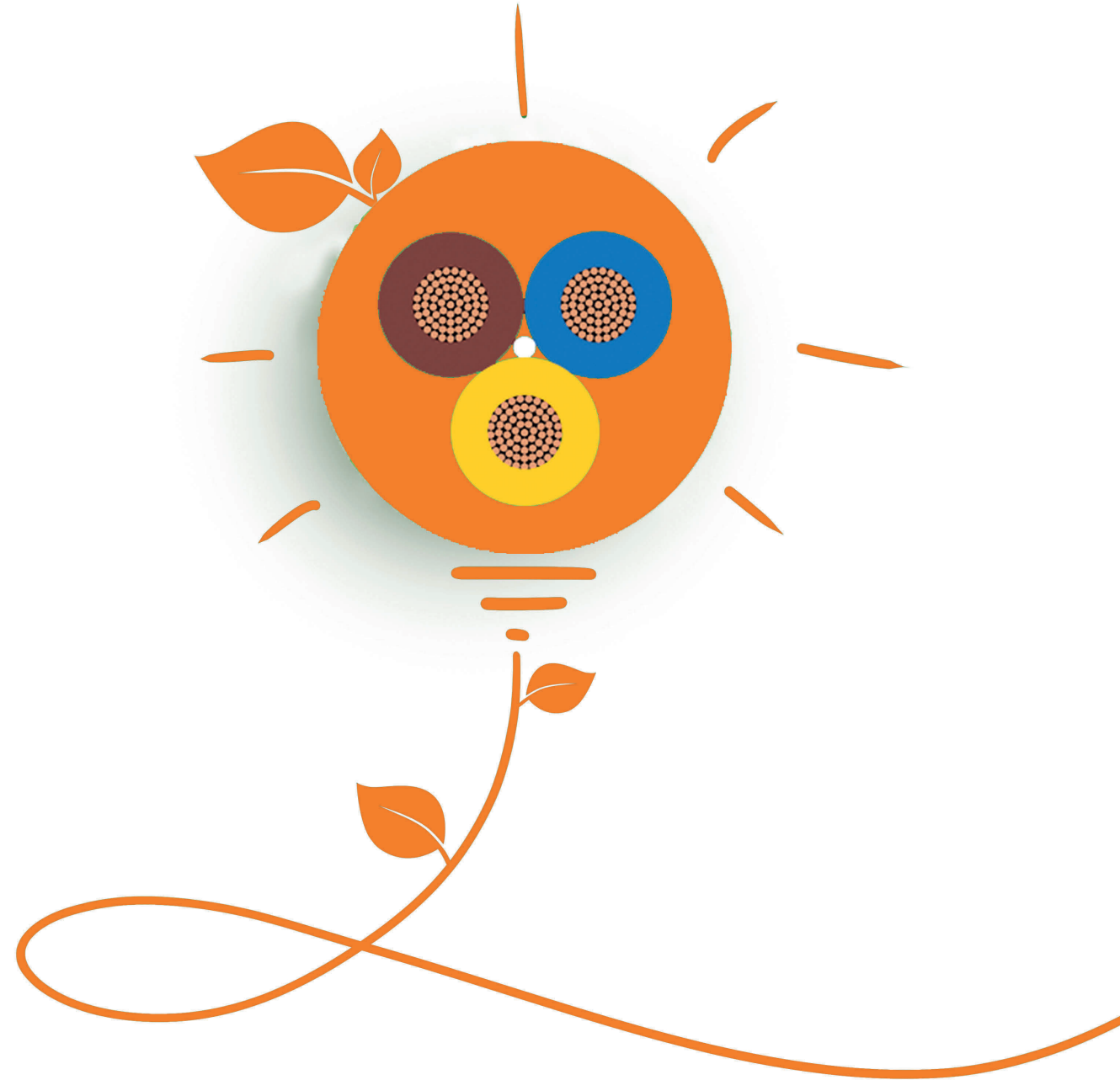


Eland Cables Sustainability Report

Year Ending
December 2021

ELAND[®]
CABLES

Issued
June 2022



From the CEO:

Sustainable performance and supporting an electric future

“The start of the decade saw the pace of change accelerate once more as climate action and the urgency with which it needs to be tackled became a prime concern for industry. Advancements in renewable energy and battery storage technology has been helping to transform the energy industry, electrification is modernising our railways, electric vehicles are changing our roads, and even heavy industry in remote locations are working on how they can embrace cleaner technologies. As a global cable supplier, we’re proud to be supporting these changes, across all industries.

As a business ourselves, we are conscious of our impact on the environment – both our local communities and the wider ecosystem. There are challenges faced by any operation whose products are reliant on raw materials (particularly virgin materials) but we stay abreast of developments, push forward where we can, and look to mitigate our impact where possible. The increased awareness around embodied carbon emissions, not just the

emissions through the operational lifetime of the installation, will help to bring about further change, with how they are handled a key commercial differentiator. We intend to stay at the forefront of these advances.

I’m also conscious that our business must always deliver Sustainable Performance – growth and success achieved without compromising on our values and our commitment to the environment. Sustainable for the environment, sustainable for our business, and sustainable for our employees, our stakeholders, and our customers. Looking back at 2020, we first faced this global pandemic, alongside existing political and economic challenges, and yet we adapted and were strengthened by the measures we took. Writing this at near the mid-point of 2022, I am reassured by how robustly we weathered these storms, and how we built upon the changes we made last year. It positions us positively for this next year with the ambitious, but sustainable, plans we have.”



Philip Brown
CEO

What does Sustainability mean to us?

Like many, we immediately think of the environment when asked what Sustainability means to us. Yet if you take a moment to think, the dictionary definition is two-fold, and it's an important clarification when looking at it through a corporate lens:

1. The ability to be maintained at a certain rate or level. *"the sustainability of economic growth"*
2. Avoidance of the depletion of natural resources in order to maintain an ecological balance. *"the pursuit of global environmental sustainability"*

Whether you refer to the four pillars of sustainability – Human, Social, Economic and Environmental – or subscribe to the 3 rules of Reduce, Reuse and Recycle, it's essential to remember that these actions don't exist in a silo. Sustainable business operations provide economic and social benefits for our employees and the communities in which we operate. As a business that is conscious of its responsibilities, we are committed to reducing our impact on the environment, as well as providing a working environment that uplifts, promotes, and rewards its employees.



**Respect
Human Rights**



**Business
Integrity**



**Positive
Climate Action**



**Employee
Wellbeing**



**Health & Safety
at Work**



**Product
Quality**



**Responsible
Innovation**

UN Global Compact Sustainable Development Goals (SDGs)

The United Nations Global Compact have set out universal goals organised in a very powerful framework to meet the most urgent social, economic and environmental challenges the world is facing today. Each goal depends on other goals. They are interconnected and indivisible, universal and transformative.

These Sustainable Development Goals are a framework used around the world by companies, governments, civil society and non-profit organisations to communicate and measure their tangible commitment to sustainable development.

To be a leader in sustainability, we recognise we must look at how we can impact these 17 goals, not just focus on single issues. As such, we are mapping our activities to the United Nations Sustainable Development Goals to ensure our efforts are best placed.

We signed a letter of commitment to the United Nations Global Compact and their Sustainable Development Goals in February 2022.



Greenhouse Gas Emissions and our Carbon Footprint

Climate Action is only one of the Sustainable Development Goals (#13), but it's one of the most prominent themes in everyday business. We are all aware of the impact Greenhouse Gases (GHG) have on our environment. In line with the Paris Accords, we will be a Net Zero company by 2050 but we intend to achieve this target far sooner.

We are cognisant that we can make a difference as an individual organisation but are equally dependent on our supply chain and the wider commercial and industry world to achieve our aims to mitigate and eliminate these harmful emissions. There is a negative connotation to the word 'off-setting' as a form of 'green-washing' - this is acknowledged, but where we are prevented in our mitigation efforts by technology or current cable standards, we will make decisions and collaborate with initiatives that use best intentions to make a positive impact.

Our commitment to reaching Net Zero and our near-term targets to reduce emissions was confirmed by the Science Based Targets Initiative in June 2022.

We remain open to discussions as to how we can continue to change for the better.



Scope and Boundaries for GHG Reporting

As of 2020, SECR accounting requirements sees large businesses like ours need to report our Scope 1 and Scope 2 Greenhouse Gas (GHG) emissions. We have made these calculations in accordance with the GHG (Greenhouse Gas) Accounting Protocols. These are contained in our Audited Statutory Accounts for the years ending 31 December 2020 and 2021.

Whilst not a requirement of our SECR filings, we have also worked with our Supply Chain to calculate Scope 3 emissions for this period, intending to both benchmark and work collaboratively to reduce the total carbon footprint of our industry.

Greenhouse gases are those which have a global warming potential (GWP) and the three main GHGs are Carbon Dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O). Emissions are converted into CO₂e, or carbon dioxide equivalent, a standard unit for measuring carbon footprints so it can be expressed as a single number. Our emissions are reported in tCO₂e (tonnes of Carbon Dioxide Equivalent)

Our reporting covers:

Scope 1 - our direct emissions, including those of our delivery fleet. These are areas under our direct operational control.

Scope 2 - our indirect emissions, which includes those generated during the production, transmission and distribution of electricity for our sites.

Scope 3 - the emissions in our supply chain, including the raw materials used in the production of the cables we supply.

Where we have been required to make assumptions based on data availability, these have been guided by the GHG Accounting Protocols and noted in our calculations. Wherever possible, the data will be refined in subsequent years.

Our Scope 1 and Scope 2 market based emissions in 2021 were calculated at: 1464.9 tCO₂e

Our Scope 3 market based emissions in 2021 were calculated at: 118,934.6 tCO₂e

Independent assurance

It was important for us to ensure our carbon emissions reporting was as accurate as possible. To achieve this, we have engaged a specialist 'carbon consultancy' Green Element to conduct the analysis and we are seeking to have it validated through the Carbon Footprint Verification tools provided by the British Standards Institution (BSI) in accordance with ISO 14064-1.

We have chosen to use 2021 as our benchmarking year. Whilst we undertook a carbon emissions analysis for the year ending 2020 in conjunction with the same carbon consultancy, we felt the impact of the global pandemic meant it was not wholly indicative of our operations. Having now completed our 2021 analysis – a process we will undertake each year going forward - we look forward to the actions and discussions that will result in positive change.

We will continue to seek expert guidance and use best practice in our reporting.



Sustainability Performance Data – Scope 1 and 2

ACTIVITY	Scope 1 2021 GHG Emissions (tCO ₂ e)	Scope 2 2021 GHG Emissions (tCO ₂ e)	Total 2021 GHG Emissions (tCO ₂ e)
Outbound Transport of Cables to Customers	1,308.75		1,308.75
Inbound Transport of Cables to Operations Centre	62.7		62.7
Operations	60.8	21.0	81.8
Offices	7.1		7.1
	1,443.9	21.0	1464.9

Table 1. Total 2021 market-based GHG emissions split by activity.

1 Emissions from outbound transport are calculated on litres of diesel consumed – a more accurate representation than miles covered.

2 Emissions from operations are calculated from energy (gas & electricity), other fuels, water and waste data.

3 Emissions from offices are calculated from energy (gas & electricity), water, waste, paper and IT equipment data.

Comparison to 2020

ACTIVITY	2021 Scope 1 GHG Emissions (tCO ₂ e)	2021 Scope 2 GHG Emissions (tCO ₂ e)	2020 Scope 1 GHG Emissions (tCO ₂ e)	2020 Scope 2 GHG Emissions (tCO ₂ e)
Outbound Transport of Cables to Customers	1,308.75		773.5	
Inbound Transport of Cables to Operations Centre	62.7		-	
Operations	60.8	21.0	64.2	60.9
Offices	7.1		7.6	
	1,443.9	21.0	845.3	60.9

Sustainability Performance Data – Scope 3 Comparison

ACTIVITY	2021 Scope 3 GHG Emissions (tCO ₂ e)	2020 Scope 3 GHG Emissions (tCO ₂ e)
Raw Materials	100,030.4	82,254.5
Cable Manufacturing	7,919.4	6,055.9
Inbound Transport of Goods	5,243.6	3,973.7
Outbound Transport of Goods	1,004.2	1,209.6
Packaging	2,165.8	1,934.0
Inbound Transport of Raw Materials	2,039.6	1,528.0
Packaging End of Life	268.5	224.5
Commuting	175.8	163.7
Operations	34.7	51.4
Offices	19.4	7.0
Inbound Transport of Packaging	23.0	19.6
Business Travel	5.1	11.2
Digital Emissions	5.1	5.1
	118,934.6	97,438.1

Table 2. Total Scope 3 market-based GHG emissions split by activity compared year-on-year.

¹ Emissions from inbound and outbound transport of cables, and inbound transport of raw materials and packaging, are calculated on distance point-to-point, adjusted for road, sea or air transit.

² Emissions from operations are calculated from energy (gas & electricity), other fuels, water and waste data.

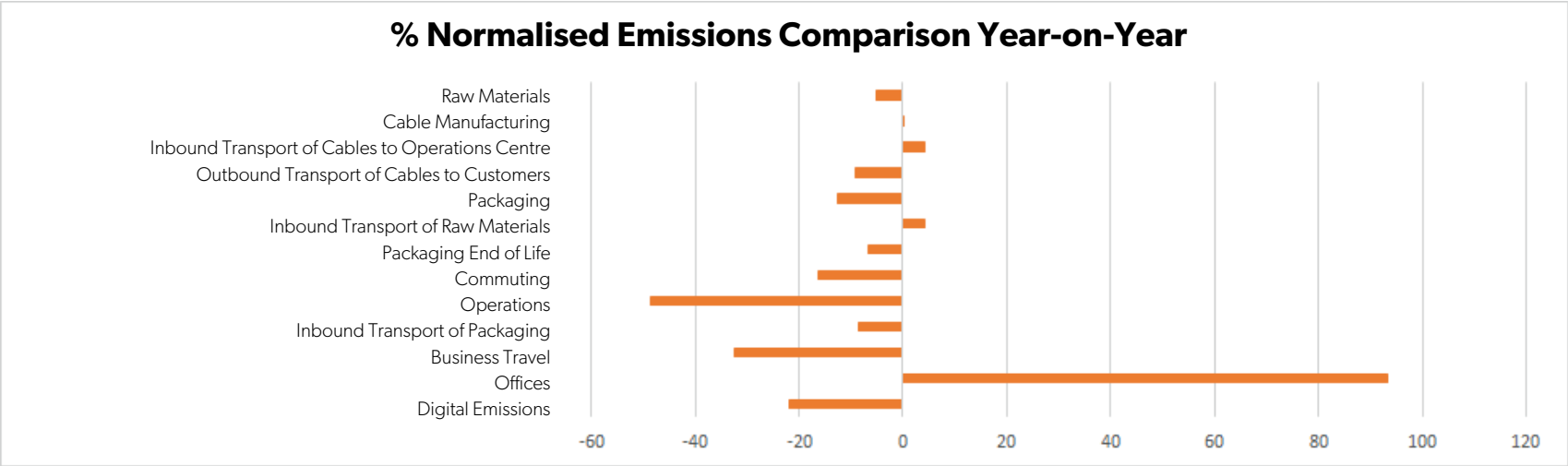
³ Emissions from offices are calculated from energy (gas & electricity), water, waste, paper and IT equipment data.

⁴ Digital emissions in this analysis was calculated from website user dwell time

Scope 1, 2 and 3 - Normalised Emissions Comparison

ACTIVITY	2021 Normalised Emissions (tCO ₂ e /tonne cable)	2020 Normalised Emissions (tCO ₂ e /tonne cable)	% Change in Normalised Emissions
Raw Materials	3.826	4.034	- 5.1
Cable Manufacturing	0.303	0.303	0.1
Inbound Transport of Goods	0.203	0.195	4.2
Outbound Transport of Goods	0.083	0.095	- 9.0
Packaging	0.078	0.075	- 12.7
Inbound Transport of Raw Materials	0.074	0.097	4.1
Packaging End of Life	0.010	0.011	- 6.7
Commuting	0.007	0.008	- 16.2
Operations	0.004	0.009	- 48.5
Inbound Transport of Packaging	0.001	0.001	- 8.5
Business Travel	0.001	0.001	- 32.4
Offices	0.0004	0.001	93.2
Digital Emissions	0.0002	0.0002	- 22.0
	4.605	4.828	- 4.6

Overall there has been a reduction in Normalised Emissions per Tonne of Cable of 4.6%, predominantly as a result of Raw Materials changes. The increase in Office emissions is linked to improved accounting, with food & drink, and IT purchases being the main cause of the rise.



Intensity Comparisons

ACTIVITY	2021	2020
Full Time Equivalent Employees (FTE)	191	157
Intensity Ratio: Total Market-Based Tonnes per Employee - tCO2e / FTE	24.11	30.75
Revenue (£m)	161.5	107.6
Intensity Ratio: Total Market-Based Tonnes per Million Revenue - tCO2e / £m	28.51	44.87

Our increased emissions as a result of greater activity in operations, the growth of our fleet of vehicles, and office activities was expected given the significant increase in revenue compared to 2020. It is positive to see that when calculated as an intensity ratio, emissions have been reduced owing to efficiencies and mitigating efforts implemented.

Our material issues

It is apparent from the Performance Data that the vast majority of our emissions come from Scope 3 raw materials. Copper is the biggest by volume, but Aluminium is the largest by tonne of material. Both are intrinsic to the electrical cables we supply.

Cable standards – national, European and International – all require the use of ‘virgin’ materials. This means that there is currently no option to use recycled Copper or Aluminium, or indeed recycled insulation or sheathing polymers, in cable manufacturing if products are to be compliant. This purity of metals is to assure electrical performance and conductor resistance.

Cable Manufacturers have limited choice in the source of their Copper and Aluminium – they are procured on the Metals Exchange from a limited number of mines and operators. The process for extraction and processing in mining operations is beyond our sphere of influence. There are mines that are using renewable energy for extraction operations, but these changes have not yet become the norm. The ability to distinguish these materials on the Exchange is challenging, and there remains the significant emissions from processing and next-step logistics. The idea of ‘green copper’ is somewhat of a misnomer.

We are also challenged by our logistics – our second largest source of emissions and one that for us sits under both Scope 1, 2 and 3. Whilst we can make some changes to mitigate our emissions, in order to achieve the reductions and ultimately reach Net Zero we are reliant on the development and commercial availability of electric articulated vehicles (or other ‘green energy’ vehicles) suitable for extended distances.



Sustainability as part of a wider ESG strategy

As mentioned at the start of this report, Sustainability for us is about more than just our ecological impact, it's about the wider responsibilities we have as a business to our staff, our stakeholders, and our local communities. Promoting fair employment and economic growth goes hand-in-hand with promoting sustainable consumption and production, and with tackling climate change. We believe that being a successful, economically sustainable business supports us in making other changes.

Our ESG strategy – Employee, Social, Governance – allows us to approach operations through the lens of supporting our staff, our stakeholders, and our communities. It echoes the 3 fundamentals of the Sustainable Development Goals – People, Planet and Prosperity.



People Matter

Sustainable Operations have our people at the core - their work, their ideas to deliver efficiencies. With a low staff turnover rate, a significant number of long service senior staff, and a policy of promoting from within, we have a diverse and equitable workforce.

We are committed to paying at least the Living Wage to all our employees, paying wages in excess of the national minimum wage. It is an hourly rate set by the Living Wage Foundation that reflects a fair day's pay for a fair day's work, representative of the real cost of living. All our people also receive a health & wellbeing benefits package and have access to a number of provisions designed to aid wellbeing.

We're always learning, and training is part of personal and professional development, so we encourage our teams to take advantage where they can, particularly, but not exclusively, when it's in support of their job. Our in-house training can be role and equipment specific or to advance cable knowledge. We offer CPD-certified cable training programmes too, both to our staff and to our customers, because more cable knowledge helps everyone do their job better.

We believe in promotion based on merit and gender pay equality. Whilst our gender balance has shifted during 2022 due to a significant increase in employees in our logistics team and specifically HGV drivers who are predominantly male, our latest gender pay gap analysis (covering all employees excluding shareholders) showed a small positive female median hourly pay and bonus payment gap.

Co-creating Culture & Values

We are a growing and successful business but remain agile in our operations. Company culture is an important part of bringing together a sustainable workforce and it can't solely be mandated from the Board. Co-creation is essential if you want the ideas and values to be real and to be an everyday part of how we operate. We have a fantastic group of colleagues across a variety of disciplines and with a broad range of skills – their emotional intelligence, sense of community, and own experiences are core to how we operate and interact on a daily basis.

A recent employee engagement survey asked for insights on both a macro level (what issues keep you awake at night) and more micro level (what do we do that you're most proud of, and what would you like to see us do more/better). The responses, regardless of site location or position in the company, were closely aligned:

- On a macro level, the majority were concerned and focused on raising people out of poverty, accessing healthcare, and having access to education and learning opportunities.
- On a more micro level, people surveyed felt we'd previously been successful in our industry leadership, in personal wellbeing and benefits, and in our health & safety provisions for employees and visitors.
- Looking ahead, people wanted our future focus to be on employee education, training & career opportunities, on work/life balance and flexibility, and on sustainability and environmental protections

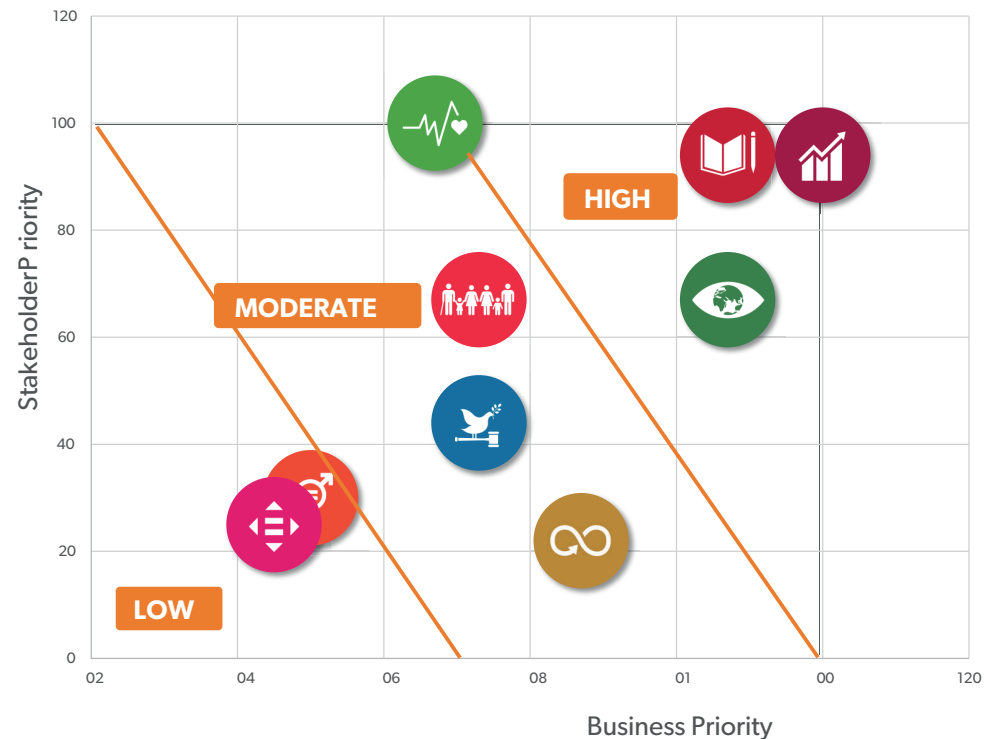
There was also a consensus around becoming more involved with charity initiatives – an opportunity to become further involved in good works in our local communities, whether through donating time, money or resources.

These issues map onto the People, Planet and Prosperity goals and we are already working towards how we can turn these points into actionable and real changes.

Co-creating Culture & Values – Our ‘Macro’ Priorities

Mapping Business Priorities against those of our Stakeholders (our employees) ensures we have the same ‘big picture’ values. It’s important to remember that ranking doesn’t mean that we see no value in tackling these issues: it may be that there is a feeling that collectively we are already tackling an issue, rank may be linked to areas we can better influence, or that it’s an issue more keenly felt personally.

We share the commitment to Decent Work and Economic Growth, Quality Education, and Climate Action.



-  SDG 1 - No Poverty
-  SDG 3 - Good Health and Well-Being
-  SDG 4 - Quality Education
-  SDG 5 - Gender Equality
-  SDG 8 - Decent Work and Economic Growth
-  SDG 10 - Reduced Inequalities
-  SDG 12 - Responsible Consumption and Production
-  SDG 13 - Climate Action
-  SDG 16 - Peace, Justice and Strong Institutions

Co-creating Culture & Values – Our ‘Micro’ Priorities

Our Macro priorities are also reflective of our Micro Priorities too. We are all committed and want an increased future focus on Employee Education, Training and Career Opportunities, on Sustainability and Environmental Protections, and on creating a Positive Work Environment and Corporate Culture.

From a corporate perspective, we believe that maintaining our position as Industry Leaders is the foundation to helping us achieve the above.



Mapping our Priorities against the Sustainable Development Goals

HIGH

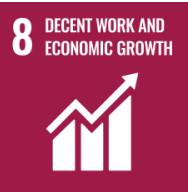


4.4 Substantially increase the number of **youth and adults** who have relevant **skills**, including technical and vocational skills, for employment, decent **jobs** and **entrepreneurship**.

WHAT THIS MEANS TO US

- Employee education and training
- Positive work environment and corporate culture

HIGH



8.2 Achieve higher levels of **economic productivity** through diversification, technological upgrading and **innovation**.

8.6 Substantially reduce the proportion of **youth** not in employment, **education** or **training**.

8.8 Protect labour rights and promote **safe** and **secure working environments** for all workers.

- Industry leadership
- Health & Safety for employees and site visitors

HIGH



13.2 Integrate **climate change measures** into policies, **strategies** and planning.

- Sustainability and environmental protections

Mapping our Priorities against the Sustainable Development Goals

MODERATE



3.4 Reduce non-communicable diseases through prevention and treatment and promote **mental health** and **well-being**.

WHAT THIS MEANS TO US

- Personal Wellbeing and benefits
- Work-life balance and flexibility

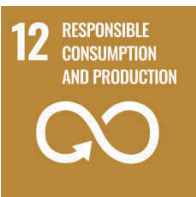
MODERATE



1.2 Reduce the proportion of men, women and children of all ages living in **poverty in all its dimensions** according to national definitions.

- Community action and charitable support

MODERATE



12.6 Encourage companies to **adopt sustainable practices** and to integrate **sustainability information into** their **reporting** cycle.

- Corporate governance and ethics

MODERATE



16.5 Substantially reduce **corruption** and **bribery** in all their forms.
16.7 Ensure responsive, **inclusive, participatory** and representative **decision-making** at all levels.

- Corporate governance and ethics

Next Steps: Making our Operations more Sustainable

Identifying our carbon hotspots has meant the start of 2022 has already seen significant steps towards making our operations more sustainable in areas we have influence or control.

UN Global Compact

We signed a commitment to the United Nations Global Compact in February 2022. The steps and provisions to deliver on this commitment are already underway.

Science Based Targets Initiative (SBTI)

Under the terms of SBTi we are classified as an SME (under 500 employees – no financial cap) which means the commitment we make covers only Scope 1 and Scope 2. We are joining the efforts to limit GHG emissions to a +1.5°C temperature rise on pre-industrialised levels, and committing to achieve net zero by 2050. We had our intentions and commitment confirmed in Q2 2022, using our 2021 emissions data as the benchmark.

Carbon Reduction Initiatives:

Operations

- Photovoltaic Solar Panels contracted for the roofs of operations in South Yorkshire. These 1,000 panels, to be installed by early summer 2022, will generate enough electricity to power operations. Any excess will be fed back into the National Grid
- Confirmed Green Tariffs for Grid electricity at all UK sites
- Initial landscaping to create 'Eland Garden' as an area for employees to rest outside during breaks

Fleet

- Electric Vehicles added to fleet as of Q2 2022
- FORS Silver recertification
- Full Euro6 compliance on all vehicles (auto-cut offs whilst idling etc)
- Onsite IRTE accredited workshop to maintain fleet and limit mileage (Operational Q2 2022)
- On-site Biofuel, AdBlue tank (installed) and 100,000 litres diesel tank (to be commissioned Q2 2022) to reduce mileage

Corporate offices

- Confirmed transition to 100% renewable energy tariffs

Next Steps – Initial GHG Mitigation

We are committed to mitigation as the principal path to emissions reduction, but will supplement our efforts with offsetting initiatives where technology doesn't yet support our efforts. It is our intention to operate sustainably and consciously, making best efforts to realise a difference. These are the initial steps we will take before reviewing what further measures we can take.

With the two principle source of our emissions being Raw Materials and Transportation, the initial mitigations must focus on these areas:

Transport and Logistics improvements

Our fleet has grown significantly since the 2020 assessment and so our emissions have grown by volume when calculating tCO₂e by litres of diesel consumed. Whilst the vehicles are of the newest models and already have engine cut-offs when idling to lower emissions, there are further measures we can take to mitigate. Wherever possible, full loads and green routes will be used. For international customers, transportation by sea offers lower emissions than land-based transport. Where possible and practical (by customer location and project timelines) we will use routings that reflect this.

Q1 2022 has seen the start of a trial with biofuels as an alternative to diesel, significantly reducing emissions. Onsite tanks for biofuel as well as diesel tanks reduce mileage associated with refuelling.

Cable Recycling Programme

We have instigated a cable recycling programme, both for our own waste handling and for our customers, helping with WEEE regulations on the disposal of electrical and electronic components (in this case, cables) at end of life or through site wastage at point of installation. Plant equipment for the processing of copper and aluminium cables, including their plastic sheathing and insulation layers, braids and armours, has been acquired.

Next Steps: Thinking about our People

Employees

- Increased package of health & wellbeing benefits confirmed to start July 1st 2022
- JAAPT accredited driver training school (Driver compliance and internal promotion opportunities)

With education and training opportunities high on the list of both 'big picture' and more personal priorities, an internal training programme will be reinstated (previously paused during Covid), made available to all employees, regardless of area of business operation.

We intend to maintain our low staff turnover rates, and our policy of promoting from within, creating a vibrant, fulfilling workplace and a happy workforce.

Charity & Community action

- Committed to a contracted partnership agreement with Macmillan Cancer Support to raise funds on their behalf
- Corporate donations linked with a number of charities where we actively work with them to support those in need, including the Electrical Industries Charity which is specific to our industry.
- Employee participation increased such as the cycle team from across the departments who rode the 212 miles Trans-Pennine route to raise money
- Sponsorship of local children's football club, established by one of our employees

We can make a positive impact on key UN Sustainable Development Goals through our charity work in the community. Whilst we have previously made sizeable donations in support of charitable initiatives, we have perhaps not publicised this or made enough provision for our staff to become involved in the charities close to their hearts. We will give all staff the opportunity to nominate, spearhead, and fundraise for local initiatives.

Quality supports Sustainability

It's important to emphasise the link between Quality and Sustainability when considering cables. If assessing the lifecycle - from Cradle to Cradle - of a product, then longevity is key. Particularly where the materials and manufacturing process is carbon emission intensive, it relies on a quality product, in compliance with relevant standards and used in a compliant manner in an installation where it is tailored to meet the performance demands and environmental challenges.

A cable can be anticipated to remain operational for upwards of 40 years in many cases. A quality product means less need for maintenance, and limited chance of premature failure requiring full replacement.

For us, Quality and Sustainability meet through:

- Quality Accreditations that shape actions and activities
- Technical Expertise and Industry Specialists to support specification to tailor performance demands, installation design & environmental challenges
- Products with assured performance and compliance, independently tested
- Packaging that is recycled and/or recyclable
- Supply chain audits to maintain standards
- Specialist services to support project works
- End of life services

We have developed a CPD-certified training module that explains the importance of quality, the actions the cable supplier can take to mitigate and minimise emissions, the role the client plays in this extended lifecycle, and the near-term developments and changes that will be needed to achieve further reductions and ultimately net zero.

Our policies and governance

Businesses evolve, practices change – ours is no different - so we have sought guidance on best practice corporate governance from our legal advisors, Mishcon de Reya. This includes the policies linked to our ISO 9001 Quality Management Systems, ISO 14001 Environmental Certification, and ISO 45001 Occupational Health & Safety Certification.

The policies directly linked to our Sustainability approach include:

Quality Policy	Applies to both our products, our interactions and dealings with customers, and our supply chain
Environmental Policy	Sets out our approach to ecological efforts in day to day operations
Occupational Health & Safety Policy	Ensuring our sites remain a healthy, safe and positive place to be for employees, contractors and visitors
Ethical Policy	Underlines our commitment to ethical dealings in all activities
Modern Slavery Policy	Our commitment to ensure modern slavery has no place in our operations or supply chain
Equal Opportunities Policy	Recognising our diverse workforce irrespective of gender, orientation, disability or neurodiversity
Anti-Bribery Policy	Outlines that we do not tolerate bribery or corruption in any of our business dealing or operations.

These policies are regularly reviewed by our Board of Directors, in association with our legal advisors, and a principle of continuous improvement is applied in all cases. They are available for download from our website.

Summary

An overall reduction in Normalised Emissions tCO₂e per Tonne of Cable is a positive result, given the dual combination of high turnover increase and our 2020 emissions not being calculated until later in 2021, giving us less time to enact mitigation and reduction efforts. We anticipate extensive sustainability plans being rolled out in 2022 which will show a more significant impact when publishing this report in 12 months time.

We continue to seek expert external advice on how we can make further, continued improvements and welcome conversations about our sustainability efforts.

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