



Sustainability Report 2024



Audit / Tax / Advisory / Consulting

Smart decisions. Lasting value.

Contents

03

**Our vision and
commitment**

09

Our governance

21

Our supply chain

29

**Our clients
and solutions**

36

Sharing our story

07

**We Are Crowe:
Our values**

15

**Our environmental
performance**

24

Our people

34

Our community

40

Conclusion

41

Appendix 1: Progress on our commitment

44

Appendix 2: Metrics and targets

46

Appendix 3: Useful links

Our vision and commitment

At Crowe, we recognise and appreciate that every business and individual has a part to play to ensure we look after our planet, people, clients and communities.

We believe it is everyone's responsibility to proactively encourage, educate and support organisations and individuals. It is in everyone's best interest to strive for continuous improvement and take action wherever possible, to reduce our negative impact while contributing to a more sustainable future.

As a professional service firm we remain committed to developing and maturing our approach to sustainability, by addressing what is currently happening as well as planning for the future.

We do this by:

Internally

- Taking action to mitigate our environmental impact and reduce our carbon emissions.
- Supporting our people to take action, and encouraging a diverse and inclusive work environment.
- Driving ongoing cultural change through education and our networks to address social and environmental impacts.

Externally

- Supporting our clients' needs in terms of providing advice on their sustainability strategies.
- Providing assurance to enable our clients to report credibly on their sustainability performance.
- Engaging and leading on key sustainability initiatives within our Crowe Global network.

The purpose of this report is to provide three key takeaways regarding our ambitions, targets, and action plans to achieve them:



We act sustainably

We understand sustainability to be a holistic subject to address social, environmental, and governance issues for businesses and is something we are continuing to take action on.



We are committed

We will always work collaboratively with our people, our clients, and our communities on being sustainable and addressing our impact in the short and long term.



We are transparent

We ensure we are continuing to be open and honest about our actions, achievements, and future.



Our commitment

I am delighted to share Crowe's first Sustainability Report, which demonstrates our commitment to building a professional services firm focused on the environment, diversity and inclusion, social mobility, our clients and communities.

We formalised our commitment during 2023 into a [Sustainability Policy](#), which we have communicated to our people and clients.

As a partnership, we take a longer-term view of business, our relationships and the value we can bring to our clients and people by providing a sustainable and equitable work place.

We are early in our sustainability journey and this report outlines the structures that we have put in place and our achievements so far.

Alex Hindson
Partner,
Head of Sustainability



Sponsorship and ambition

The Executive takes ownership of Crowe's sustainability ambition to ensure that we play our part and are appropriately aligned with the expectations of key stakeholders, including our people and our clients. We are therefore aiming to be in the upper second quartile of sustainability performance with our accounting and professional service peer organisations.

Nigel Bostock
Chief Executive



The Executive believes that by bringing together our Net Zero, equality, diversity and inclusion (ED&I), social mobility and community and governance activities into a single all-encompassing Sustainability Programme, we are better able to navigate and communicate why we are doing this and what it means in practice for our people and our clients."

Our purpose

Our purpose is to work collaboratively to deliver high-quality work, and excellent client service. To do this we endeavour to always act in the public interest; while growing the firm in a profitable, resilient, and sustainable way. We take pride in the inclusive work environment we create, which enables a rewarding people experience where talented people can realise their potential, are successful and enjoy what they do.

Tina Allison
Partner,
Executive Sponsor



"Having a clear sense of our wider role in society helps us shape our contribution and is fundamental to delivering on the commitments we have made in our Sustainability Strategy."

What this means in practice

We use our skills to help solve problems while focusing on being more socially inclusive and being a careful custodian of our limited environmental resources. We play our part in building an inclusive, sustainable, and resilient future for society and the planet which encompass elements that are interconnected and crucial for the wellbeing of individuals and societies including:



It is important to the credibility of our Sustainability Programme that we hold ourselves to account for the delivery of our commitments over time and demonstrate through our actions that we are making a difference. We have knowledge and expertise to help our clients on their sustainability journey by delivering both advisory and/or assurance services.

Our Sustainability Strategy

Our [Sustainability Strategy](#), published in October 2023, includes a number of commitments, which shape our focus working to the end of 2025. We provide an update in [Appendix 1](#) against our seven key areas of activity, as well as our performance to date, with further details in [Appendix 2: Metrics and targets](#).

We Are Crowe:

Our values

Our values are the core principles that guide us in our work with clients, the development of our people and in our collaboration with our communities.

Our Sustainability Strategy is aligned to our core values: **we care, we share, we invest, we grow.**

We Care

We care about building long lasting relationships with our clients and people. Our honest, professional, and personal approach promotes an ongoing open dialogue that builds mutual respect and trust with the individuals, businesses, and diverse communities we work with. Close working relationships are at the heart of our effective delivery service.

We Share

We share knowledge and experience in a way that is easily understood and can be practically applied. We understand our clients, their business, and the markets they operate in by listening and not being afraid to ask challenging questions. We work together to realise our clients' goals and the aspirations of our people.

We Invest

We invest in the continual quality and training of our people and have a passion for innovation and agility to help them reach the pinnacle of their success. As the pace of change gets faster and business decisions are made quickly and more frequently, we are readily available and committed to help clients and our people prepare for the future.

We Grow

We believe in making smart decisions that create lasting value for our clients and our people. Our skills, services and resources have grown to make us one of the UK's leading firms and the UK member of a major global network. In a world that is rapidly changing, we help to answer tomorrow's questions, achieving growth and financial strength in a sustainable way with the highest quality audit, tax, advisory and consulting services.

Living our values

We actively seek feedback from our people about their experience of working at Crowe through our regular engagement survey, YouCount.

We were delighted with the headline feedback from our fifth YouCount survey run in 2024.

YouCount 2024	
I believe that the firm conducts its business activities with honesty and integrity	94%
I know and understand what the firm's values are	94%
I am proud to work for the firm	90%
My personal values are similar to the firm's values	87%
I believe that Crowe is an inclusive firm where everyone has an equal opportunity to learn and progress	87%
I am comfortable sharing my equality data with the firm (e.g. gender, sexual orientation, religion, nationality, ethnic origin, disability, social mobility)	85%
I believe that the partners are fully committed to sustainability (environment, community, ED&I, social mobility and governance)	74%
% of respondents agreeing ("Strongly agree" or "Agree")	

“

“The culture is defined by behaviour and I believe the firm gets the balance right between being supportive and providing an opportunity for people to have a successful career and also to be themselves.”

■ YouCount participant

KPI

21

Supporting the Community Garden project



Our governance

Crowe firm governance

Crowe U.K. LLP is a limited liability partnership owned and controlled by its members, which comprise senior equity and equity partners. Partners are expected to abide by a [Partner Charter](#).

Our partners elect members of a Supervisory Board which selects the Chief Executive.

The Supervisory Board provides oversight and guidance to the Chief Executive and the Executive on matters that impact the interests of the firm and its partners.

We have two Independent Non-Executives (INEs) who, together with the Chair of the Supervisory Board, form our Public Interest Committee (PIC).

The Chief Executive appoints a national Executive comprising of the London Office Managing Partner, Regional Office Managing Partner and Finance Partner. The Chief Executive may co-opt additional members to the national Executive. Day-to-day business activities are managed in line with a [Code of Conduct](#).

The Executive is responsible for the policies, strategic and operational direction and the overall management of our firm.

For further details, please refer to our latest [Transparency Report](#).

Sustainability governance

During 2023 we completed a sustainability governance review and defined a Responsible, Accountable, Consulted, Informed (RACI) chart of the various responsibilities for each aspect of the Sustainability Programme. This helped to define and clarify the authority, relative to sustainability, of the Supervisory Board, Executive, Sustainability Steering Committee, and various role holders including the Chief Executive, Chief People Officer,

Sustainability Executive Sponsor, Head of Sustainability and Procurement and Sustainability Manager.

The benefit of this sustainability governance review has been to bring clarity to decision-making and to empower the Sustainability Steering Committee to oversee the day-to-day implementation and approval of programme deliverables.

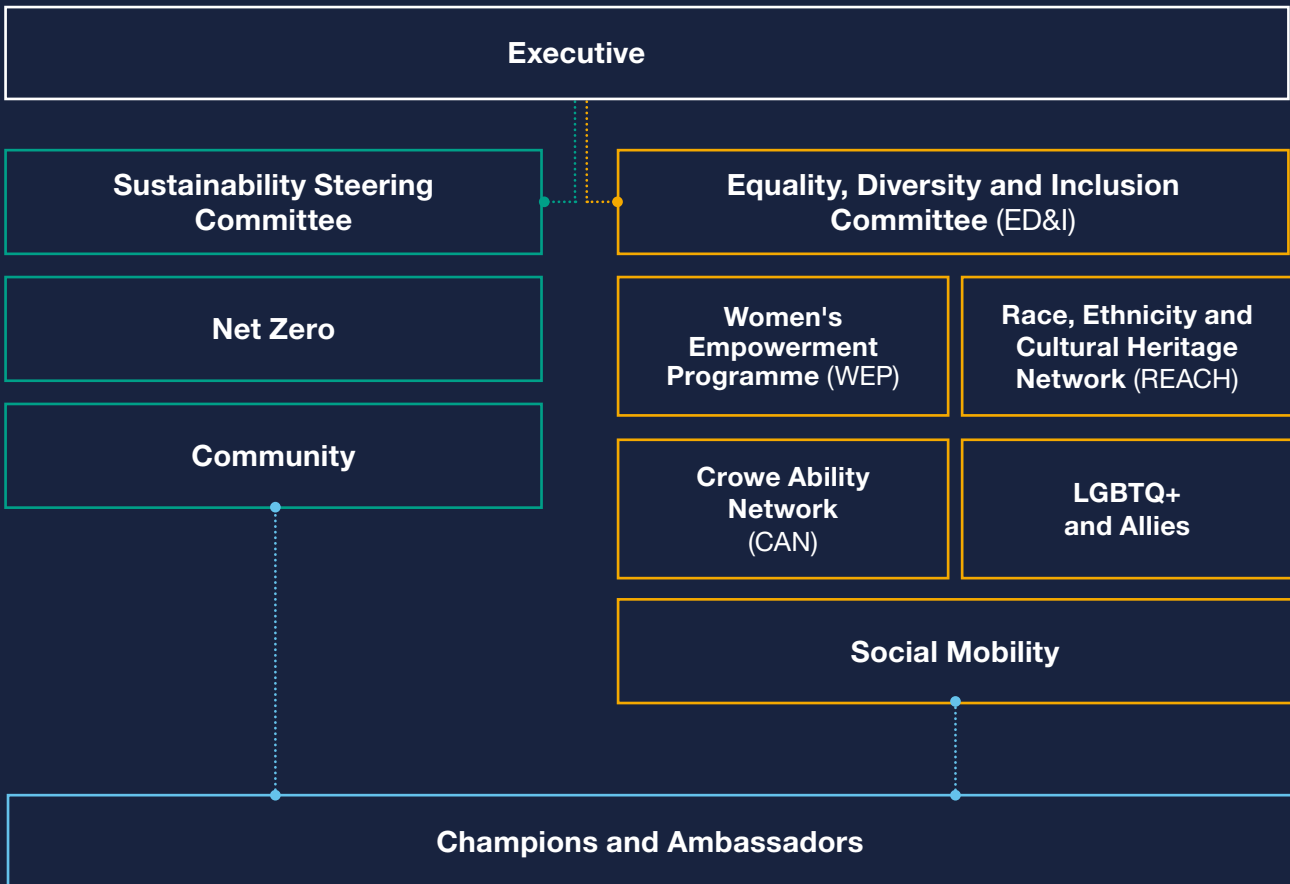
Sustainability Policy and Strategy

In 2023, Crowe put in place a publicly disclosed [Sustainability Policy](#) which defines our ambition and why we are committed to sustainability. Our [Sustainability Strategy](#) describes how we will deliver on these commitments over the subsequent two years.

We anticipate periodically revisiting the strategy as we deliver on our objectives and in the light of evolving market practices.

Sustainability at Crowe

Sustainability at Crowe is managed across multiple work streams, to ensure we amplify the voices of our people and ensure effective structure and responsibility. The overarching reporting line to the Executive ensures our leaders are always aware of our direction and progress.



Sustainability Steering Committee

During 2023, we broadened the remit of our previous Net Zero Committee (established in 2022) to encompass our entire Sustainability Programme, addressing Net Zero, social mobility, ED&I and communities.

The purpose of the Committee, as defined by its terms of reference is to:



“provide support and input to the Executive Sponsor and the Sustainability Business Lead in setting and approving Crowe UK's ambitions and targets in respect of sustainability (including Net Zero), and enabling these ambitions and targets to be achieved over the medium to long term.”

The Committee meets formally once a quarter and has short monthly update sessions.

Responsibilities include:

meeting regularly to support and oversee the implementation of sustainability holistically across the business and track progress of initiatives and projects

resolving or providing guidance on the Sustainability Programme risks and issues that are escalated for consideration

challenging and acting as the main authority on scope, timeline and budget change requests raised

acting as the approver of key deliverables to be submitted externally or, where appropriate, endorsing deliverables for Chief Executive or Executive approval

providing steer and direction to the Sustainability (including Net Zero) Programme team

driving progress in achieving objectives and success criteria

ensuring the technical and business integrity of the programme

approving programme plans and other key programme deliverables

performing change control of programme scope, plan, budget, structure and objectives

communicating with the wider business and manage relevant interdependencies.

Sustainability team

To demonstrate our ongoing commitment to addressing sustainability both internally and with respect to our clients, we made two key hires in 2023. In January 2023, we appointed a Partner and Head of Sustainability whose primary role is to provide consulting

services to clients but who also advises the Executive in developing Crowe's sustainability strategy.

In June 2023, to support this lead role, we appointed an internally focused Procurement and Sustainability Manager to deliver the day-to-day programme activity.

Partner, Head of
Sustainability
Alex Hindson



Procurement and
Sustainability Manager
Gemma Allen



Sustainability Champions

To support our efforts in carbon reduction, we launched a firmwide champions group ranging from partners to administrators. This has significantly enhanced our sustainable culture, enabling more of our people to get involved, have an impact, and share what they believe matters to drive us towards a truly sustainable future. Giving our people this voice has had a significant impact on our environmental footprint and is an important factor in our success.

Supporting Earth Day by doing litter picks in our local area



Events and initiatives over the past year include local litter picking clean-up on Earth day, stamp donations to an owl sanctuary, desk bin and printer removals promoting our zero printing campaign, reusing food waste for composting, continuous monitoring and communication of effective energy savings when handling electronic equipment.

Our champions also put a lot of effort into our community initiatives and into improving the sustainable culture of our offices.

Working with HandsOn to refurbish the Richard MacVicar adventure playground



They are a group of volunteers who are dedicated to sustainability cultural change, initiative piloting and national rollout, education and people representation. They have organised events, encouraged training and education, changed local office mentality and ambitions regarding waste management.

Our Trainee Community Day supporting the Oasis Sports Community project



Sustainability KPI dashboard

During 2023, Crowe developed and implemented a Sustainability Key Performance Indicator (KPI) dashboard. This quarterly report is presented to the Executive and subsequently shared with all partners.

The dashboard summarises the position of metrics across the three categories of **environmental, social and governance performance**.



Environmental



Social



Governance

The dashboard includes a number of pre-existing measures as well as newly established metrics. Please see [Appendix 2](#) for those KPIs we are publicly disclosing.

The purpose is to provide a high-level overview of performance and to enable discussion about targets and priorities for action. Our ultimate aim is to disclose as many of these metrics as possible, once we have gained an understanding of their operation and reliability. A number of them are provided in the [appendix](#) to this report and this will be further developed over time.

Our environmental performance

Environmental and Net Zero commitments

In 2022, we took our first steps toward carbon reduction. This began with the baseline calculation of our carbon footprint. Our baseline carbon footprint is on fiscal year (FY) 2020 data as the last stable year prior to COVID-19.

The Sustainable Development Goals (SDGs) adopted by 193 countries in 2015, are the world's shared plan to end extreme poverty, reduce inequality, and protect the planet by 2030. While some of these goals are not directly applicable to Crowe UK, we aim to align with the most relevant SDGs where we can make the most impact.

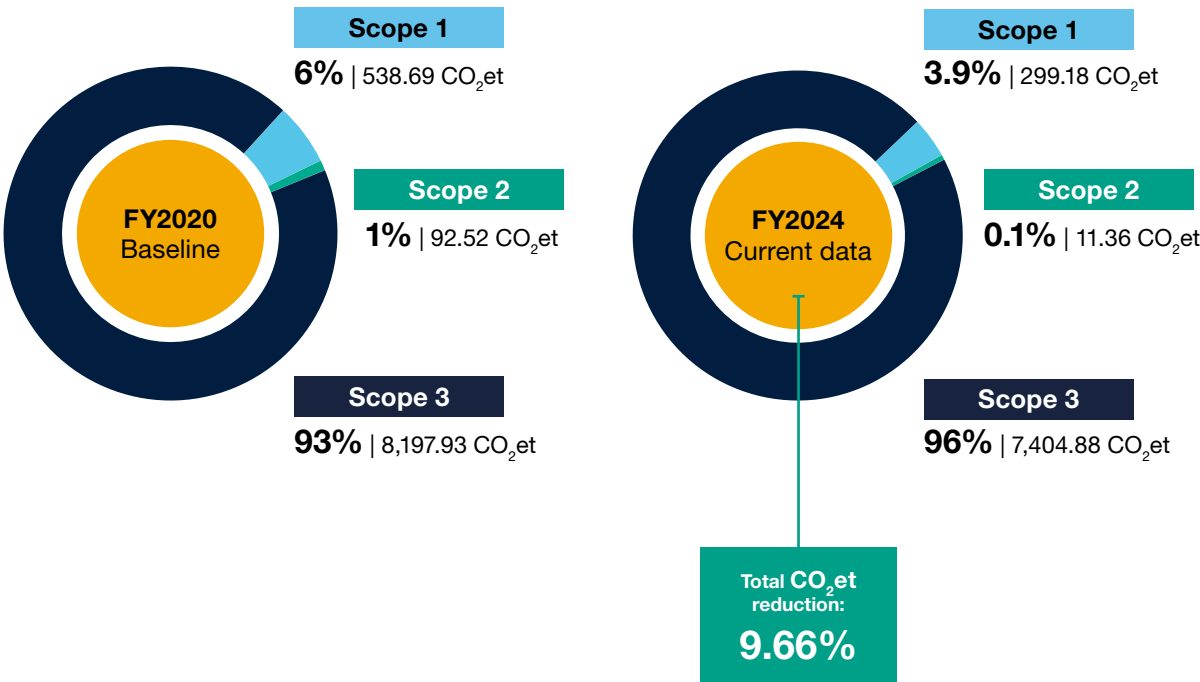


Science Based Targets initiative (SBTi)

In December 2022 we signed up to SBTi, and in June 2023, the SBTi validated our emission reduction target. We have committed to reduce absolute Scope 1 and 2 greenhouse gas (GHG) emissions by 50% by FY2030 (from a FY2020 base year) and Scope 3 GHG emissions from purchased goods and services, business travel and commuting by 25% by FY2030 (from a FY2020 base year).

Our Sustainability Steering Committee and our Executive reviewed and approved our SBTi ambitions which we published on our [website](#) in December 2023.

We calculate, update and publish our GHG emissions annually.



- KPI
- 1
- 2
- 3
- 4
- 5



Supporting policies

Mindful that we want to work with suppliers who are committed to reducing carbon emissions, we published our [Supplier Code of Conduct](#), which is available on our website. This sets out our expectations of our supply chain.

We support our suppliers if they are at the beginning of this journey by helping them to assess their environmental impact and future performance. We expect our suppliers to work with us and to create a sustainability action plan.

To further support our commitment to sustainability and reducing and controlling our environmental impact, we launched our internal Responsible Procurement Policy and Waste Management Policy.

These two policies focus heavily on how we as a business and our people should take action to make a difference regarding our consumer activities.

Waste management outlines our business activities related to waste control, actions and improvements. We have not only taken a stance to standardise requirements at a minimum across the organisation, but have enabled our Sustainability Champions to take on localised initiatives and go beyond these standards.

This ranges from litter picking in the local community to reorganising local office recycling standards.

Our national standards and best practice

Across all our offices, we have a consistent commitment to the environment.



Ongoing zero printing campaign

Monitor, track trends and encourage reductions by way of thoughtful printing, education, and communication.



Confidential waste management

Monitor, track trends and encourage reduction of printing confidential information through education and communication.



IT asset controls

Equipment renewal, reuse, recycle, donation.



Recycling segregation improvement

Monitoring, continued waste streams, improving recycling facilities, education and communication.



Our offices

Our properties are our most significant assets to manage from a sustainability perspective. We continue to invest in long-term building leases where we can work with managing agents to improve the overall sustainability of the site.

All of our buildings:

- have recycling stations, that are continuously improving and managed in line with a national Waste Management Policy
- are fitted with LED lighting and censored lighting where possible.

Since 2020, all four of our major office relocations (London, Thames Valley, Manchester and Maidstone) have been to buildings with full electrical-powered heating and ventilation systems.

We have set in place a continuous monitoring process to track and record our energy usage, to ensure we always have up-to-date data and have made investments to upgrade sites with solar panels where possible.

Sustainable employee benefits

We launched an Electrical Vehicle scheme with Octopus Electrical Vehicle in 2023. This has replaced our company car scheme, enabling us to phase out the use of petrol and diesel cars from the road.

Changes have also been made to the partner scheme, to encourage continued reduction in CO₂ emissions and incentivise a shift to hybrid and electric vehicles.

To date, we have saved:

 **49.5 CO₂ (t)**
with this transaction.

This is the equivalent of

 **24,754 trees.**

The firm's policy on travel is to first and foremost prioritise rail where possible, and offer season tickets to help with affordability of public transport commuting.

KPI

6



Future ambitions and goals

To ensure continued growth, cultural development and to meet our goal to be in the second quartile of our peers, we:

- ✓ aim to be ISO 14001 Environmental Management System certified in 2025
- ✓ will continue to work with our managing agents and landlords to enable sustainability standardisation across our leased real estate
- ✓ will continue to investigate and adopt, where possible, new and innovative sustainable business practices for our firm, our people and our clients
- ✓ will continue to develop and improve our sustainable procurement function, working with and educating suppliers in becoming more sustainable. This will include performance reviews from a cyber security stance to ensure business longevity to business resilience, carbon reduction activities and ethical standards.



Our supply chain

Engagement with our business partners

At Crowe, we understand that to address the long-term sustainability of our business we must embed sustainability into the foundations of a centralised procurement function. This means fundamentally reviewing our supply chain. We value all our suppliers and believe the best way to create a sustainable business is to encourage and educate our suppliers to the best of our knowledge and ability. This will not only improve our relationships but enable us to align our goals and targets with our suppliers, ensuring we're all moving in the same direction.

Since the hire of our Procurement and Sustainability Manager in 2023, we have taken a number of steps to address gaps we see in the management of our supply chain, with particular attention to underpinning the function with sustainable business practices.

These are crucial improvements in driving change management to the day-to-day procurement activities and decision-making.

We believe in doing things right the first time and learning from our actions. We do not want to sacrifice long-term success for short-term achievements. With this in mind, over the past 12 months, we have developed, expanded and improved our procurement practices to align with our sustainability goals, more particularly our environmental targets. This is an ongoing process but we are pleased to have made significant progress this year.

12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



Gap analysis and maturity review actions

Utilising the results from an internal Procurement Gap analysis and external Procurement Maturity Review we have developed a Sustainable Procurement action plan, to review and improve our practices. This has resulted in:

- the creation and publication of our Supplier Code of Conduct, highlighting the standards that we expect all our suppliers to comply with/meet
- creation and publication of our Responsible Procurement Policy – written in partnership with our Consulting team, and was reviewed and approved by our Sustainability Steering Committee. It outlines our stance on ethical purchasing of goods and services, also the types of suppliers we endeavour to work with. We will review and improve this policy every year to ensure its efficacy and alignment to Crowe's sustainability ambitions and strategy
- development of a centralised Procurement Policy - created to educate our people on procurement best practices and standardising procurement activities. This increases our capacity to incorporate sustainable practices into the day-to-day activities of procurement, and ensures the adoption of all other improved procurement processes and procedures
- a Procurement Hub on our intranet site – this resource enables our people to understand the role of procurement, seek advice and support regarding purchasing and tendering activities for the business
- expansion of our Supplier Risk Management tool – we partner with a third party risk assessment provider, Risk Ledger, to assess, review, discuss and encourage the continuous improvement of our suppliers' performance. A fundamental improvement of this tool over the last year has been the incorporation and standardisation of key Net Zero questions. This is beginning to highlight carbon emission data of the top 10% of our supply chain.

Additional achievements

- We have reviewed the top 10% of our supply chain, to address, categorise and review supplier transactions and spend, with a view to have them assessed through our chosen third party risk assessment provider (as mentioned above). This review is a strategic commitment outlined in [Appendix 1](#).
 - We are improving the way we select suppliers for provision of goods and/or service. This includes for example the creation of pre-qualification and vetting processes prior to long term engagements, and an improved on-boarding process. These actions enable us to review any potential risks to our operation and act as a gateway to open discussions with our existing and potential suppliers regarding sustainable business practices; more specifically to investigate a supplier's steps and commitment to reducing GHG emissions in their operation.
 - We have improved our contract review and management procedures, ensuring relevant people in the business are involved at the right time, and removing bottlenecks with all contracts. This has further led to the improvement of strategic relationship management and enabled healthier views regarding savings, opportunities and contract tracking.
 - Tracking legacy contracts has helped us engage effectively with long-standing suppliers on our changing governance process with supplier and contract management. It has also enabled us to communicate our GHG emission targets, to encourage them and ask how they are able to support us and work on their own reduction programme, if one exists.
 - We have invested in the improvement of our Procure to Pay (P2P) system and developed training for our people to better understand their role and how to get the best out of procurement.
- The continued effort to improve our Procurement function and management of our supply chain goes hand in hand with our efforts to track, monitor and improve the data quality of our GHG emissions, enabling us to reduce our emissions in line with our SBTi commitments.
- Given that the majority of our emissions are Scope 3, the development of a robust and efficient Procurement function is integral to the overall work required, to not only meet our targets but to go beyond them and improve our ambition. Supplier relationship management, education and performance reviews are vital elements of our developing sustainable procurement function.

Our people

Our goal is to build a diverse, inclusive, and empowered workforce. We ensure our people continue to improve their skill set, remain ready for the future and aim to create a genuinely inclusive and respectful culture that promotes wellbeing both in and out of work.

We are proud of all our talented people and recognise the importance of engaged teams in delivering quality services to our clients, while giving them a fulfilling and rewarding experience.

What our people say

Here's just a snapshot of what our people had to say when asked **"What's the best thing about working for Crowe?"**

“

Working with like-minded individuals who take pride in delivering a high level of service to our clients.”

“

Inclusion at Crowe, open door policy and very friendly people.”

“

Working in a supportive environment where everyone encourages the success of others.”

“

I feel I am listened to and valued.”



Equality, Diversity and Inclusion

At Crowe, our aim is to create a community where regardless of gender, identity, sexuality, race, ethnicity, education, age or social background, everyone is valued, has the opportunity to flourish and to achieve their full potential.

We aim to foster a culture of respect, where our people support each other and our clients, are listened to and can develop their knowledge and awareness of each other's differences.

We encourage celebration and promotion of the diversity in our teams and the benefits that this brings us as a firm and as individuals.

Crowe is a place where everyone can bring their whole selves to work.

Changing a societal mindset is a mammoth task and requires positive action from all quarters to break down unnecessary barriers. Our ED&I Champions and Allies actively promote social inclusion across the firm and provide a sense of community.

Becoming a champion or an ally across our ED&I communities is open to all of our people.

Women's Empowerment Programme (WEP)



LGBTQ+ and Allies



Race, Ethnicity and Cultural Heritage (REACH)



Crowe Ability Network (CAN)



We currently have more than 200 Ambassadors and Champions across the firm who as a community promote ED&I and provide a way for Crowe's people to network, support each other, get advice, be a listening ear or simply to learn more.



Social mobility

We are committed to fostering social mobility and take responsibility to help reduce inequality, raise aspirations, and promote social and digital inclusion.

We are working to achieve this by:

- working through outreach to schools and colleges to provide coaching through quality careers advice, enrichment experience, and mentoring to people from disadvantaged backgrounds or circumstances
- improving our ability to provide access through structured work experience and apprenticeship opportunities to people from disadvantaged backgrounds or circumstances
- adopting open employee recruitment practices, which promote a level playing field for people from disadvantaged backgrounds or circumstances.



Development of our people

We care about the wellbeing of our people and support them through our career development programmes, internal training, external partnerships and flexible approach. We invest in our talent by encouraging their development, recognising our responsibility to help them maximise their potential and the responsibility they have to help the firm grow and prosper. Our actions include:

- courses that cover all grades and areas, including technical and management development training and training specific to particular sectors
- training and awareness to cultivate an inclusive workplace for all
- making courses available across our offices.

Alongside these course learning and development activities, we have made a number of structural improvements to support our talent management endeavours, including:

- establishing a firmwide Talent Review Panel to review progression and development plans for our senior talent across the business, which links to our partner appointment activity
- in 2023, we reviewed and updated our Audit Competency Framework for qualified team members, aligned to the ICAEW recommendations. This was received positively by our people as a tool to support and guide conversations related to performance and achievement, as well as considering ongoing professional and personal development needs. We are currently working on a refresh of our Audit Trainee Competency Framework, which will retain the core elements of quality and competence running through the wider audit framework, as well as linking to both ICAEW and apprenticeship requirements
- in January 2024, we became an ICAEW Training Office Group (TOG), demonstrating our commitment to a consistent firmwide approach to the management and oversight of our ICAEW trainees. This required us to evidence consistent firmwide policies, procedures and approaches and resulted in the appointment of a firmwide Qualified Person Responsible for Training (QPRT) and a Deputy Qualified Person Responsible for Training.



Net Zero training

We introduced firmwide Net Zero training in 2023. While this training was not mandatory, we were delighted to find that participants who completed the training provided feedback, 99% of which indicated genuine interest and commitment.

Ensuring all our people have accessible Net Zero training is an important part of our aims to invest in sustainability awareness and equip our people with the knowledge to make informed and sustainable choices.

We will be updating this training every year and making it mandatory to ensure our people have access to the most up-to-date information, have the relevant knowledge and are able to play their part in our ambitions.

Working in partnership

We are proud to partner with a number of organisations (some of which are outlined below) to support and drive forward progress across our inclusion initiatives.



10,000 Interns Foundation



ICAEW social mobility initiative



Disability Confident Employer Scheme



The HM Treasury Women in Finance Charter



Stonewall LGBTQ+ Inclusive Employer



Rate My Apprenticeship



Our clients and solutions

Our Consulting practice and delivery of client solutions

The purpose of Crowe's Consulting practice is to help clients build sustainable businesses that deliver value to stakeholders and communities that can respond to, and benefit from, change and uncertainty. We do this by helping them focus their resources where it really matters to unlock the real value inherent in their organisations. By combining a range of skill sets at each stage of their planning, implementing, and embedding of solutions, we support clients in understanding how to effect change that helps them grow sustainably.

We aim to get to the heart of the issues facing our clients, and we act acknowledging that every organisation is different. As a result, the recommendations we make are bespoke, practical, and achievable.

We believe success is when a client has the tools and understanding to take control of work, without long-term reliance on consultants' support.

A fundamental part of every solution we deliver is knowledge transfer, which is achieved by working collaboratively with our clients. This helps them embed improved processes, ensuring the developments are sustainable and allow for continuous progression.

Crowe's extensive experience and ability to combine skill sets in project delivery has led to tangible benefits for our clients. Our practical industry experience ensures that we are effective at pre-empting challenges and responding efficiently to fast-changing needs and requirements. We understand what works in practice and can deliver advice that supports lasting improvements.



What our clients say

Client feedback highlights our ability to build strong relationships, our truly collaborative approach, and clear evidence of long-term, sustainable results.

Clients also comment on our proactive approach; in particular, the way we provide them with end-to-end solutions and ground-breaking thought leadership on new developments and emerging challenges.



"We have found the Crowe team to be very responsive to our needs and flexible in working alongside us to solve practical risk and sustainability challenges."

Louise Wells
Group Chief Risk Officer



"The broad mix of project management, technical and subject matter expertise Crowe provided was extremely valuable, both in the production of our 2022 ClimateWise Report, and in identifying near term climate priorities that are pragmatic, and ensure we remain focussed on the areas that matter most to our business and stakeholders."

Alice Kaye
Head of Reinsurance



"Third-party management is a challenging part of any sustainability programme, and the Consulting team invested the time to understand how best to adapt our existing processes, to integrate sustainability as seamlessly but robustly into these operational processes. Providing practical solutions that brought these strands together was extremely valuable."

Rachel Delhaise
Head of Sustainability,
Convex Insurance

THE FIDELIS PARTNERSHIP

"Crowe supported our sustainability and risk teams in progressing a double materiality assessment for our European operations. We appreciated the way in which Crowe were able to balance the need to meet the European Union Corporate Sustainability Reporting Directive detailed requirements with developing an approach, which was tailored to our business. This enabled us to engage with key stakeholders in a pragmatic manner and gather the required information quickly and effectively. We appreciated Crowe's flexible and collaborative approach."

Chris Sweetser
Chief Risk Officer
Fidelis Partnership

Integrating climate considerations into audit engagements

We are charged with supporting and reviewing our clients' annual reporting and financial accounts including, where appropriate, their climate and sustainability disclosures. We do this to ensure we align with our regulator, the Financial Reporting Council, to integrate climate risk into our client risk assessments as part of our audit planning. During 2023, our National Audit Support team and our Consulting practice put in place climate risk protocols for our audit clients and this has been rolled out with appropriate training.

Taking a risk-based approach, we have a consistent assessment process of climate considerations, which is tailored to the level of exposure of our specific clients. Exposure is considered based upon a number of factors including listing, staff, turnover and industry sector.

High-risk clients are subject to referral and additional assessment. This helps us to review and challenge the climate related disclosures within our clients' annual reports and accounts including their Section 172 Strategy Report, Non-Financial & Sustainability Information (NFSI), Streamline Environmental and Climate Report (SECR) and Taskforce for Climate-Related Financial Reporting (TCFD). We have also been advising clients of the transition from TCFD towards the new [International Sustainability Standards Board \(ISSB\) climate reporting standard](#).

Accounting sector engagement

We have engaged in peer to peer and professional body initiatives and working groups both within the UK and in our Crowe Global network, sharing experience, best practice, engaging in consultation and actively driving the sustainability agenda.

Thought leadership and developing solutions

We work collaboratively with clients to develop tailored solutions that are appropriate for the challenges faced by their business. We take pride in being at the leading edge of thinking, having completed in the last six months projects related to assurance of insurance associated emission disclosures, supported Transition Plan report development, Responsible Procurement implementation and providing assurance over sustainability-linked loans.

Our clients are seeking to understand the rapid development of sustainability-linked regulations and standards and, as a result, we continue to share information to assist them. We have published several articles, during 2023-2024, which are available on our website. Please see [Appendix 3](#).

Sustainability Risk Forum

Early in 2023, we identified a new trend whereby financial services organisations were appointing sustainability professionals within their risk management functions, and we decided to create a forum for them to meet and discuss issues and emerging trends.

We run meetings on a quarterly basis and this has attracted a lot of interest. This refines our understanding of client needs and helps us to tailor our solutions accordingly.



"Crowe's initiative to bring together sustainability professionals working in second line risk functions has been really helpful. Sustainability is such an evolving topic and Crowe's leadership here is helping to steer priorities and approaches in a constructive, proactive and practical way."

William Monelle
UK Chief Risk Officer, Canopus

Partnership with ClimateWise

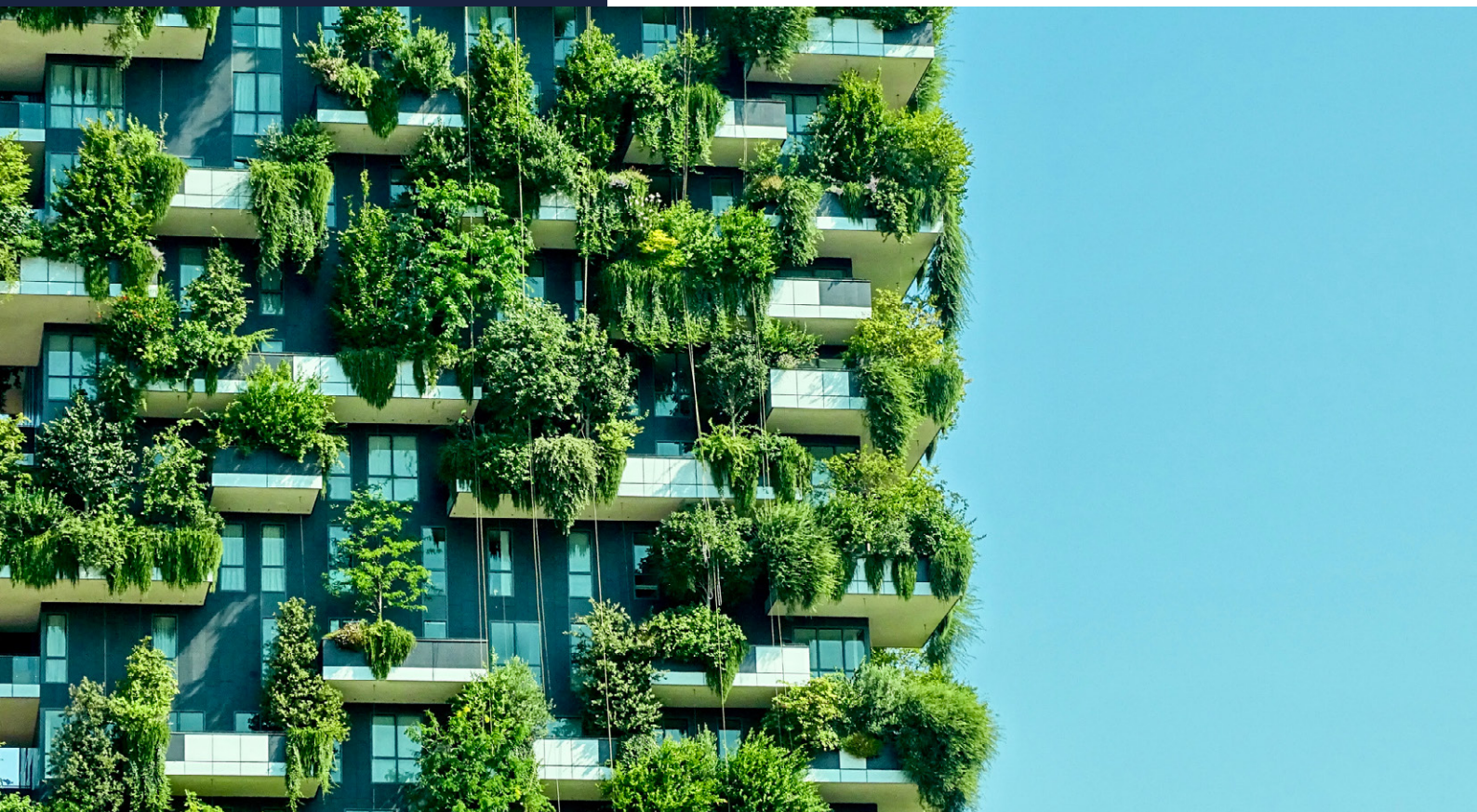
During 2023, Crowe was successfully appointed through a competitive tendering process as ClimateWise Principles strategic partner for 2023 to 2026. ClimateWise, as part of the Cambridge Institute for Sustainability Leadership, is uniquely placed to bring together the insurance industry and related organisations with world class academic expertise and global sustainability leaders, to tackle climate change collectively and innovatively.





Awards and recognition

We were proud to be awarded **Climate and Sustainability Consultancy of Year 2023** in InsuranceERM's first sustainability awards and delighted that Alex Hindson was recognised as **Climate and Sustainability Champion of the Year 2023**.



Our community

As a leading professional services firm with offices across the UK, we have a responsibility to our stakeholders, including our local communities. Our support involves volunteering, fundraising and financial contributions. Where our people contribute, we recognise that both they and the communities that they support will benefit.



National Community Day programme

As part of our National Community Day Programme, our people have recently refurbished two adventure playgrounds in London and built a new outdoor facility at a hospice in Worcester for residents and relatives. More activities are planned in 2024/25.



Inclusion in the community

We have also supported our LGBTQ+ colleagues and communities by participating in Manchester and Birmingham Pride.



Partnering with RISE

We are committed to developing a workplace where everyone has the opportunity to progress their career.

Our partnership with RISE, the social mobility initiative led by the ICAEW, is part of our efforts to recognise the impact of low socio-economic backgrounds on our people, our clients and our communities. Working with The Talent Foundry, we are providing volunteers to support workshops in schools in communities with low social mobility.



The future

Over the next two years, we will:

- continue to promote our community programme and focus our people's energy on worthwhile causes
- plan an event in Kent. This will be an infrastructure improvement project for a school or community recreational facility
- disclose the level of volunteer hours and the firm's charitable support
- develop our infrastructure to effectively track these initiatives.

Sharing our story

At Crowe we place our people at the centre of everything we do, promoting a collaborative, inclusive culture.

Our people live by our values. We care about our people, our clients, our environment and our communities, share ideas and experiences, invest time to learn and develop so that we grow personally and professionally, which in turn helps to grow our business in a sustainable manner.

Our values underpin our employee value proposition, what we stand for as an employer and as an advisor – we are proud to say ‘We Are Crowe’.

Communicating with our people, our clients and our communities regularly is key to embedding these values into our everyday lives at Crowe, so that our people and our clients share and endorse what we stand for.

Communications plans are discussed and agreed by our Sustainability Steering Committee and implemented by our People and Employer Marketing Director, who is a member of the Committee.

Net Zero (SBTi)

Community

Social Mobility

Equality, Diversity and Inclusion (ED&I)

Sharing with our people

To share our story with our people, we have several established channels of communication across the firm, to cater for everyone's preference for receiving information.

'We Are Crowe'

Our weekly digital newsletter with the latest news and updates from across the firm, containing articles, video content, recommended reading and viewing.

Global reach

We contribute to Crowe's Global newsletter – 'Network News' with our UK initiatives, such as our community days, ED&I campaigns and our Pinnacle Awards.

'Crocus'

is our intranet and contains a mix of rotating news tiles and sustainability is a constant feature.

Lock screen

An ever present visual channel to reach all our people each day.

C-Suite communication

Key updates via video, online reporting, bulletins and face to face meetings throughout the year.

Sustainability Champions

Spread the word around the firm and endorse firmwide communications.

Teamwork and giving back

Our teams have the opportunity to provide practical support in their communities and therefore give something back; and develop communication, teamwork and leadership skills.

Office roadshows

Members of our Sustainability Steering Committee provide update sessions at our UK offices.

Recognition of our people

It is important to us to recognise and communicate the talent and contribution of our people and this year marks our eighth 'Pinnacle Awards'. We reward individuals and teams who have gone above and beyond for our clients, people and communities.

Sharing with our clients, contacts, peers and suppliers

Close working relationships are at the heart of our approach to our sustainability programme and it is important that we share the knowledge and skills of our people to increase our impact outside Crowe. We do this by sharing sustainability news and insights with our clients, contacts, prospective new hires, peers and alumni via our:

-  client email communications
-  social media channels
-  videos
-  podcasts
-  press articles
-  website.

Sustainability is a staple feature in the quarterly communication which we share with our Alumni community, 'Crowe Connections'.

Through our social media channels (LinkedIn, X, Instagram and YouTube) and via press opportunities, we reach our audiences by sharing and promoting our:

- insights and thought leadership from our audit, tax, advisory and consulting specialists
- community work carried out by teams
- ED&I progress and wide range of activities across our four networks
- people's individual and team accolades and awards
- commitment to programmes such as Women in Finance Charter, Stonewall, SBTi, 10,000 Interns Foundation, RISE, Disability Confident Employer.
- career opportunities – for experienced hires and for our younger talent via our Early Careers programmes.

We also work in partnership with our suppliers to understand their sustainability policies and therefore we communicate our policy and Code of Conduct with them.





Oasis Sports Community project

We Are Crowe

Our people are our key asset. We promote our diverse Crowe community, from trainees to partners, in our wide range of podcast and video content to bring our firm to life and to share what we mean when we say 'We Are Crowe'. This content is accessible on our YouTube channel and on our website.

We have a dedicated sustainability web page which links to many additional pages on our site, such as our topical client insights, ED&I pages, our values, industry recognition, Transparency Reports and our policies and strategy. Web content is promoted via our social media channels and our client insight pieces. We elevate key sustainability pages to feature on the homepage to optimise accessibility for our external audiences.

Conclusion

In this report we have set out our ambitions, targets and actions. We hope that you have a better understanding of our commitment to continue to act sustainably as a business. We commit to working collaboratively, to influence and educate our people, clients and communities so that they address social, environmental and governance issues, having a positive impact.

We will continue to be transparent, and will provide annual updates on our progress and achievements toward a sustainable future.

Appendix 1: Progress on our commitment

Area	Reference	Commitment	Status
Our people	1a	Further expand our leadership and management training programmes so we have a wider variety that covers all levels, disciplines, and locations.	In progress Improvements have been made and refresher training is currently underway to improve the education of our people.
	1b	Better tailor training, in particular to drive forward audit quality initiatives.	In progress Improvements have been made and refresher training is currently underway to improve the education of our people.
	1c	Develop our Crowe employee value proposition (EVP) and its support of the people culture within the business.	In progress Communicated at the Partners Conference in November 2023 and this year's Pinnacle Awards have the EVP statement of 'We Are Crowe'.
Our environmental performance	2a	Deliver our Science Based Targets action plan against the agreed milestones to ensure we remain on track for our 2030 carbon emission targets.	In progress SBTi targets validated in 2023.
	2b	Develop and implement a Waste Management Policy and set waste disposal targets.	In progress Waste Management Policy approved and published in 2023.
	2c	Enhance our responsible sourcing activities by embedding sustainability into our procurement process, enabling a better understanding of our supply chain and maximising our efforts to reduce our Scope 3 greenhouse gas emissions.	In progress Responsible Procurement Policy approved and published in 2023, enhanced use of third party risk assessment tools in 2023, Supplier Code of Conduct approved and published in January 2024.

Area	Reference	Commitment	Status
Our client solutions	3a	Develop our suite of sustainability consulting solutions to anticipate the needs of our clients.	In progress Consulting practice expanded in 2023 with the hiring of a Head of Sustainability.
	3b	Educate our clients on the need to take action on sustainability issues.	In progress Net Zero training rolled out to 25% of people on a voluntary basis in 2023 and moving to mandatory training in 2024.
	3c	Support clients and their stakeholders in the need for independent assurance over their public sustainability disclosures.	In progress Seven engagements completed in 2023/24.
	3d	Ensure that climate risk considerations are fully integrated into audit and assurance work. Engage with peer firms in responding to the recent Financial Reporting Council Consultation on Sustainability Assurance.	Completed Audit climate risk assessment process integrated into audit activity.
Our supply chain	4a	Strengthen our procurement function and processes, enabling better supplier relationship management.	In progress Procurement & Sustainability Manager hired in 2023.
	4b	Develop and implement a Responsible Procurement Policy that formalises our approach to supplier due diligence aligned with our Code of Conduct.	In progress Responsible Procurement Policy approved and published in 2023. Supplier Code of Conduct approved and published in 2024.
	4c	Engage with the top 10% of suppliers, in terms of their criticality from an emission perspective, to understand their decarbonisation plans and enhancing their capture of sustainability performance data.	In progress Process established – enhanced use of third party risk tool in 2023, Supplier Code of Conduct approved and published in January 2024.
	4d	Put in place supply chain performance metrics for the top 10% of suppliers.	In progress Process established.

Area	Reference	Commitment	Status
Our community involvement	5a	Continue to promote our community programme and focus our people's energy on worthwhile causes.	In progress Programmes continually under development.
	5b	Disclose the level of volunteer hours and the firm's charitable contributions provided each year.	In progress Effective tracking system under development.
Our governance	6a	Continue to formalise the oversight of our sustainability programme by transitioning our Net Zero steering committee. Sustainability Steering Committee, chaired by a member of the Executive.	Completed Sustainability Steering Committee established in 2023.
	6b	Refine our internal sustainability reporting by establishing and enhancing a Key Performance Indicator (KPI) dashboard covering all aspects of this strategy, and provided regularly to the Executive and Supervisory Board.	In progress KPI dashboard established and regularly reported.
	6c	Support our network of Sustainability Champions in continuing to nurture a culture of sustainability throughout the firm.	In progress Regulatory monthly sustainability champion meetings established.
Our disclosures	7a	Continue to enhance our external sustainability disclosures to ensure all our stakeholders, including our people, are well informed about our ambition, performance and progress.	Completed Website updates implemented.
	7b	Disclose our first annual Sustainability Report, summarising our overall performance.	Completed Report now published.
	7c	Investigate the available options for obtaining external sustainability accreditation applicable to professional services.	In progress Ongoing review.

Appendix 2: Metrics and targets

We have developed a range of sustainability KPIs dedicated to tracking, measuring and communicating our performance to our Leadership team.

We have split our KPIs across Environmental impact (E), Social (S) and Governance (G). These KPIs are tracked over different periods for the sake of data quality and our ability to actively implement change.

E metrics	Measure	Target	Actual at 31 March 2024 01/04/2023 to 31/03/2024
1	Crowe controlled Greenhouse Gas emissions Scope 1 (Company vehicles and Natural Gas)	269 tCO ₂ e (by FY2030)	299.2 (tCO ₂)
2	Crowe controlled Greenhouse Gas emissions Scope 2 (Electricity usage)	46 tCO ₂ e (by FY2030)	11.4 (tCO ₂)
3	Crowe external Greenhouse Gas emissions Scope 3 (Travel – business and commuting)	1603 tCO ₂ e (by FY2030)	1157.97 (tCO ₂)
4	Crowe external Greenhouse Gas emissions Scope 3 (Purchased goods and services)	3455 tCO ₂ (by FY2030)	3902 (tCO ₂)
5	Crowe external Greenhouse Gas emissions Scope 3 (Total)	3296 tCO ₂ (by FY2030)	7404.88 (tCO ₂)
6	Proportion of offices using only renewable sources of electricity	100%	13%
7	Paper usage (printed)	Continuous improvement year-on-year improvement per full-time equivalent (FTE) to allow for growth	6.77573 (t)
8	Waste produced (all waste including shredded paper)	Continuous improvement year-on-year improvement per FTE to allow for growth	1.82 (tCO ₂)

S metrics	Measure	Target	Actual at 31 March 2024 01/04/2023 to 31/03/2024
10	Workforce attrition (% total or voluntary)	Below 17%	16.7%
11	Female partner (%)	30%	21.4% (21 female partners of a total of 98 partners)
12	Ethnic minority partner (%)	No target set for FY2025	5.1% (5/98)
13	Employment – proportion of fixed-term and contract employees	No target set for FY2025	N/A
18	Gender pay gap (Median)	Continuous improvement	6.6% (April 2023)
19	Gender pay gap (Mean)	Continuous improvement	6.7% (April 2023)
21	Employee engagement survey	Continuous improvement	71%
24	Social mobility metric	No target set for FY2025	19% from low socio-economic background (UK average 39%)

G metrics	Measure	Target	Actual at 31 March 2024 01/04/2023 to 31/03/2024
28	Female Supervisory Board and Executive composition (%)	No target set for FY2025	Supervisory Board: 0% (0/3) Executive: 40% (2/5)
29	Data privacy – number of material breaches	None	None
30	Information security – number of material breaches	None	None
31	Quality Assurance Review scores (proportion of files scoring 1 or 2A)	75%	71%
33	Whistleblowing reporting	No target set for FY2025	None

Appendix 3: Useful links

Article	Link
Taskforce for Climate-related Financial Disclosure (TCFD) best practices	TCFD Best Practices Crowe UK
IFRS Sustainability Standard S1 overview	IFRS S1 sustainability discourse Crowe UK
IFRS2 Sustainability Standard S2 overview	IFRS S2 climate reporting Crowe UK
Taskforce for Nature-related Financial Disclosure (TNFD) overview	TNFD sustainability strategies Crowe UK
Transition Plan Taskforce (TPT) overview	Transition Plan Taskforce disclosure framework Crowe UK
Explaining the Partnership for Carbon Accounting Financials (PCAF) methodology	Net Zero underwriting: The PCAF methodology Crowe UK
Providing a route map for Science Based Target Initiative (SBTi) adoption	SBTi - Route map Crowe UK
How to create successful Sustainability Operating Models	Sustainability operating model Crowe UK
Benefits and challenges of sustainability linked loans	Incentivising sustainability-linked loans Crowe UK
Responsible Procurement – how to embed sustainability	Responsible procurement Crowe UK
Supply chains and your reputation	Supply chains reputational risk Crowe UK
Review of technology firm climate disclosures	Technology and media companies' climate disclosures Crowe UK
Mandatory reporting proposals for insurers	Mandatory climate reporting Crowe UK
Transition Plan Taskforce sector guidance	Transition Plan Taskforce sector guidance implications Crowe UK
Exploring the European Union Corporate Sustainability Reporting Directive (CSRD)	EU Corporate Sustainability Reporting Directive Crowe UK
Law firm sustainability market survey	2023 Law Firm Benchmarking and sustainability Crowe UK
Embedding sustainability – client survey outcomes	Embedding sustainability Crowe UK
Role of finance in sustainability reporting	Enhanced sustainability reporting Crowe UK
Sustainability regulatory route maps	Sustainability Regulatory Reporting Complexity Crowe UK
Sustainability dashboards – measuring success	Measuring a successful sustainability performance Crowe UK
The circular economy in the retail sector	The value of the circular economy to the retail sector Crowe UK
Reviewing listed company Taskforce for Climate-related Financial Disclosure (TCFD) disclosures	Navigating mandatory climate disclosure Crowe UK
Sustainability operating models – setting a clear vision	Unlocking organisational sustainability Crowe UK
Setting sustainability strategies in schools	Sustainability strategy for schools Crowe UK
Prudential Regulation Authority Supervisory Statement 3/19 – five years on	Climate risk management Crowe UK
Responsible Underwriting – reflecting on progress	Responsible underwriting Crowe UK
UK Sustainability Reporting Standards (SRS)	UK Sustainability Reporting Standards Crowe UK
Making choices – Group versus entity level reporting for Corporate Sustainability Reporting Directive (CSRD)	Determining sustainability reporting
Educating the board – bringing sustainability alive	Educating the Board Crowe UK



Start the conversation

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About Us

Crowe in the UK is a leading audit, tax, advisory and consulting firm with a national presence to complement our international reach. We are an independent member of Crowe Global, one of the top 10 accounting networks in the world. With exceptional knowledge of the business environment, our professionals share one commitment, to deliver excellence.

We are trusted by thousands of clients for our specialist advice, our ability to make smart decisions and our readiness to provide lasting value. Our broad technical expertise and deep market knowledge means we are well placed to offer insight and pragmatic advice to businesses of all sizes, professional practices, social purpose and non profit organisations, pension funds and private clients.

We work with our clients to build something valuable, substantial and enduring. Our aim is to become trusted advisors to all the organisations and individuals with whom we work. Close working relationships are at the heart of our effective service delivery.

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