



# Together, we can *Move the World.*

2022/2023 SUSTAINABILITY REPORT



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## About This Report

The following report celebrates the successes that Bristol Global Mobility (Bristol) has made towards our environmental, social, and governance (ESG) efforts from January 1, 2022, to October 31, 2023 (except where otherwise stated). We also highlight the improvements that need to be made in the coming years.

This report has been prepared with reference to the Global Reporting Initiative (GRI).

For further information, please get in touch with [sustainability@bristolglobal.com](mailto:sustainability@bristolglobal.com).

As we are in the stage of aligning our goals with available resources, we understand that our processes and mechanisms for tracking our sustainability efforts will evolve. This includes internal systems relating to data and reporting.

For future sustainability disclosures, we will shift our reporting cycle to align more closely with the financial year and our carbon footprint analysis.

# The Pineapple Culture

Our mission: *Connecting with, versus Controlling People.*<sup>SM</sup>

As an organization, Bristol Global Mobility is fueled by our people-focused mission of building connections; forging relationships that enable us to make meaningful, long-lasting contributions to the lives of others.

This ethos of connection is also the driving force of Bristol's sustainability program. We know that, as an organization, we sit among an integrated and interconnected network of stakeholders—of individuals, businesses, and communities—that have a fundamental role in combating our planet's most pressing challenges.

**We recognize the influence that Bristol has in supporting, engaging, and inspiring each of our stakeholders to take responsibility for our collective actions and drive positive change.**

Our organization has four central business values that we embrace, which also establish our approach to sustainability:

**Connecting • Experience First • Curiosity • Flexibility**

## The symbol of hospitality and connectivity

[Bristol's identity](#) is associated with the pineapple to reflect the hospitality that underpins our organization's approach to providing a bespoke relocation experience to our clients and their employees. As a fruit, the pineapple is comprised of more than 100 individual flowers that connect around a common core—another emblem that aptly reflects Bristol's mission of connection.

## 98% global employee satisfaction

Bristol's spirit lies within our people. For us, it's essential that our associates continue to believe in Bristol's mission and values and want to shape successful, impactful careers as part of the Pineapple family.

## An integrated approach

As of 2023, we welcomed Katie Smith, our new Sustainability and DE&I Manager, to govern and drive our environmental, social, and governance (ESG) efforts. This position sits within Bristol's People and Culture team. We believe that sustainability should never be considered a standalone objective or an agenda item but rather embedded and integrated within an organization's culture.



## A Comment From Leadership

I am very pleased to welcome you to our 2022/2023 Sustainability Report, a testament and vivid illustration of Bristol's ongoing commitment to responsible business practices and environmental stewardship. As we navigate the complex challenges of the modern world and more specifically, the global employee mobility industry, it is imperative that our strategies and associated actions align with the good of our planet.

Bristol is proud to present our achievements and continued progress in the realm of sustainability. Our journey toward a more sustainable future is deeply ingrained in our corporate ethos, and this report is a direct reflection of the collective efforts of our dedicated teams and our network of suppliers from across the globe.

In an era where businesses are increasingly held accountable for their environmental and social impact, I am inspired to see how, here at Bristol, sustainability continues to become a stronger feature of our corporate identity. From reducing our carbon footprint to promoting social equity, Bristol is actively working toward a future where our operations and actions leave a positive and profound legacy for generations to come.

Sustainability is, of course, a journey and as such, we embrace the need for continuous improvement. As we design and execute our sustainability initiatives, we invite you to examine our efforts, hold us accountable, and offer your insights as to how we can further enhance our impact.

Our sustainability goals extend beyond mere compliance; they reflect our values and passionate embrace of our overarching vision, which is to *Move the World*. In the following pages, you will find comprehensive information on our environmental initiatives, social responsibility programs, and efforts to create a more inclusive workplace.

I am deeply grateful to our associates, suppliers, and key stakeholders who have played a critical role in bringing our sustainability journey to reality. Together, we can and will continue to create success within our businesses, while serving as a beacon of responsible corporate citizenship.

Thank you for joining us on this journey!

*Joe Cardini*



**Joe Cardini**

**President**  
Bristol Global Mobility

# Insights

“We’re delighted to see how Bristol’s sustainability program has evolved over the past two years. While we’re still in the early stages of our journey, we’re proud to see the progress we’ve made, especially with our commitment to transparency and accountability.

Bristol’s vision to *Move the World* remains our compass as we look to broaden our understanding, develop our internal capabilities, and identify ways to connect and collaborate with our stakeholders.

Throughout 2022 and 2023, we’ve seen new opportunities and challenges for our business with regard to sustainability—within our industry, and also across the global community. What remains clear is the need for accelerated progress, and we believe that Bristol has an important part to play in driving this forward.

One of our main achievements this year has been Bristol’s commitment to join the UN Global Compact. Joining this platform, alongside like-minded businesses, is an exciting opportunity for us to collaborate and connect with others within and outside our industry, and shape the future that we want to see.”



**Glen Bansor**

**Managing Director (Europe & Asia)**  
Bristol Global Mobility

“I’m proud to join the Bristol family at an exciting stage of our sustainability journey. *Move the World* as a strategy and a concept has such potential for our organization and our industry—and I’m thrilled to play a part in bringing this vision to life.

The events of 2023 have only made it more evident that our planet is in crisis. And the impacts are felt closer than ever: the U.S. city of Phoenix, home to Bristol’s headquarters in Arizona, experienced its hottest summer on record with 55 days reaching over 110° Fahrenheit. This serves as a jarring reminder that no individual, business, or nation will be unaffected by the immense environmental and social challenges we face.

Navigating this crisis will involve curiosity, innovation, and collaboration—traits I see already embedded within Bristol’s culture. Because of this, I’m optimistic about the role Bristol has in creating a better future, for our people and the world that surrounds us.

This report provides an insight into the progress we’ve made over the last two years, and the many exciting initiatives yet to come.”



**Katie Smith**

**Manager: Sustainability and DE&I**  
Bristol Global Mobility

# Our Sustainability Strategy

At the core of our sustainability initiative is our desire to be a people- and planet-conscious business, continuing to be prosperous and adding value to those with whom we connect.

**Our vision is to *Move the World* through impactful connections, to improve lives, and protect the planet.**

Our 2022-2025 sustainability strategy, [Move the World](#), outlines what we want to achieve as a business, and the approach we're taking along this journey.

Underpinning our strategy are four core pillars that reflect the challenges and scope of our four main stakeholders: our associates, our clients, our suppliers, and the world (our environment and communities). Layered on top of these pillars are Bristol's primary sustainability issues—topics of concern evaluated in our 2022 materiality assessment—in which we identified the impacts most important to Bristol and the impacts that we can most influence as a business.

*Move the World* details 41 long-term goals that we aim to achieve by the end of 2025. We acknowledge that the accomplishment of these goals will take time, particularly in an industry that is in the early stages of its sustainability journey; however, we are ambitious and believe that our sustainability program will only augment Bristol's success as a business.

Above all, our aim is to be better, to be ambitious, and to be transparent in everything we do.

## Move the World Strategy Framework

### OUR FOUR PILLARS



### SUSTAINABILITY ISSUES



### DEPARTMENT OBJECTIVES



In 2023, we undertook a comprehensive review of *Move the World* after acknowledging that our business, our industry, and our world has shifted significantly since the conception of this strategy. This analysis involved a robust review of new risks and opportunities, current best practices, updated legislation requirements, and an assessment of peer and competitor efforts. By engaging with our leadership team and Bristol's consultancy partner, [JustOne](#), we assessed the structure, commitments, and ambitions of the strategy to ensure that our direction of progress is meaningful for Bristol today—and in the months and years to come.

The revised strategy marks the start of an accelerated shift for Bristol, with a refreshed framework that will shape, govern, and facilitate our ongoing sustainability efforts. In 2024, we will revisit the materiality assessment with our key stakeholders to ensure that we continue to align our efforts with their needs and ambitions.

### Step-by-step

During 2023, each Bristol department collaborated on a process of objective setting; developing short-term targets that contribute to the delivery of our organizational long-term goals.

Setting annual objectives that are bespoke to each department empowers our colleagues to get involved in our strategic program, demonstrating how each role and team has a unique opportunity to make positive change.

At the beginning of each year, we will define the forthcoming year’s objectives, with the understanding that our efforts must exceed previous ambitions.

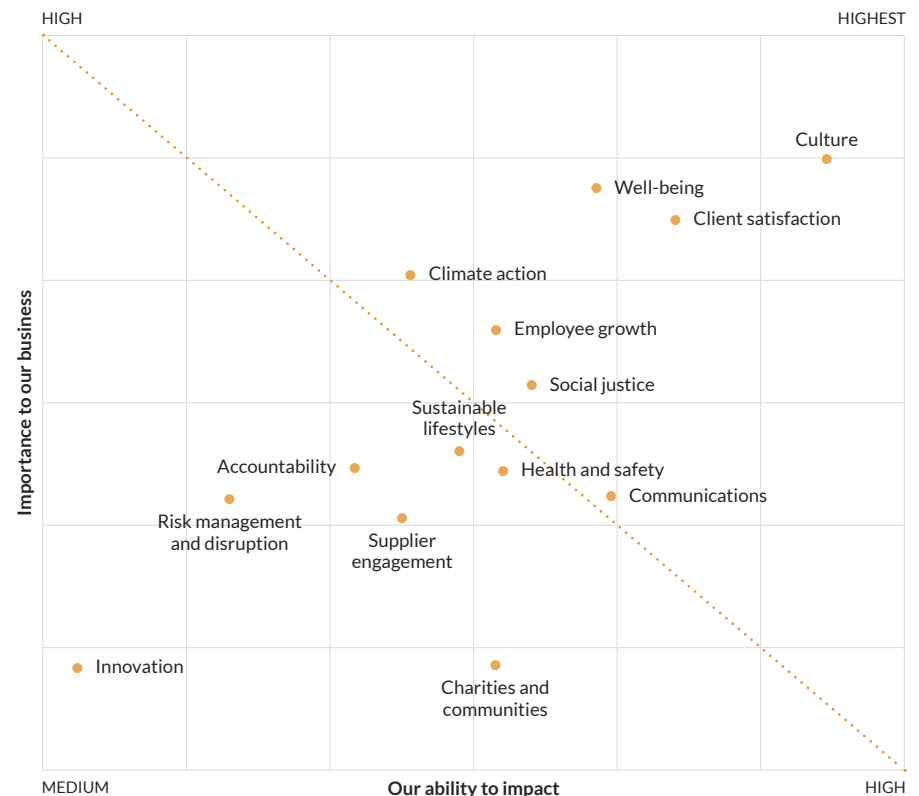
### Aligning with global action

Every aspect of Bristol’s sustainability program is designed to support and drive action towards achieving the [UN Sustainable Development Goals](#) (SDGs). As an organization, we have also identified **six priority SDGs** through a purpose-mapping exercise in partnership with [Prosperah](#). These SDGs reflect the views of internal and external stakeholders, including our suppliers and clients.

Throughout this report, look out for the SDG icons which indicate how our sustainability strategy contributes towards the UN’s wider ambitions.

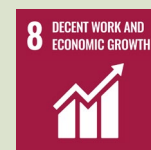
### Communication and collaboration

As we progress with our sustainability strategy, we understand the importance of continually updating our stakeholders (our clients, our suppliers, our associates) on Bristol’s sustainability successes and challenges. Only through collaboration can we expect to make important strides forward across our industry and beyond.



Materiality assessment findings, in partnership with JustOne and Prosperah.

Throughout this report, look out for the SDG icons which indicate how our sustainability strategy contributes towards the UN’s wider ambitions.



# Building on Our Connections

Our approach is one of **collaboration and connection**. If we are to make a truly positive impact, we must work as part of the **collective** to engineer solutions for our world's environmental and social issues.

Bristol recognizes that not all businesses and individuals have the same sustainability resources. However, we aspire to support our clients, suppliers, and stakeholders along this journey with us through transparency and knowledge sharing—and learning from others, too.

We are excited about the potential that Bristol and our stakeholders can have in a world that truly needs positive and inclusive change.

## Partnering for success

We are grateful for the extensive support that numerous organizations and individuals have provided since Bristol's first steps along our sustainability journey. This includes (but is not limited to):

- [Planet Mark](#)
- [JustOne](#)
- [B1G1](#)
- [Includability](#)
- [Prosperah](#)
- [Mental Health Charter](#)

## Engaging our stakeholders

In October 2022, Bristol hosted a webinar with Prosperah to communicate the outcomes of our purpose mapping exercise (page 7). We were joined by clients, suppliers, associates, and industry professionals with over 70 people joining the live stream.

This event was a great way to share Bristol's progress with the internal and external stakeholders that continue to shape our sustainability efforts.

## Our shared carbon footprint

Transparency around Scope 3 emissions remain a concern for many businesses calculating their wider environmental impact. To address this area of uncertainty, Bristol shares annual individual carbon emissions data with our clients. The 2022 reports provide an estimation of our clients' emissions as generated through their services with Bristol during the year; namely the movement of household goods and use of destination services.

Data is calculated by Planet Mark as part of Bristol's wider carbon accounting.

## Maintaining a seamless relocation experience

The satisfaction of our clients and their relocating employees continues to be our top priority and is the **basis of two Move the World 2025 goals**. We believe that making better decisions for the environment and our communities does not need to hinder the quality of our services. We also recognize that many of our clients pursue mutual sustainability ambitions, and welcome this change. However, as we transform our offering to integrate sustainable practices, we will continue to evaluate the impact this may have on the relocation experience.

## Coalition for Greener Mobility

We support all efforts across the wider global mobility industry to standardize and accelerate progress. This includes the [Coalition for Greener Mobility](#), which was formed in 2022 by six of the leading employee mobility associations. This approach reflects the unity and accountability that every relocation agent and partner must embrace. We look forward to any future opportunities to collaborate with the Coalition.





Environmental

## WORLD

## Climate action

We are pleased to receive our third-year business certification with Planet Mark, recognizing our continued efforts to monitor, disclose, and reduce Bristol's overall carbon footprint. This process is central to our ambitions of setting and meeting net-zero targets.

2023 brought another year of record-breaking temperatures and climate events, continuing to demonstrate how the devastating effects of global warming are posing an increasing threat to life on our planet.

As an organization, Bristol recognizes the responsibility we have to our stakeholders to mitigate the impacts of climate change. The response involves understanding Bristol's contribution (in terms of Scope 1, 2, and 3 emissions) followed by the setting and achieving of meaningful reduction targets for our carbon footprint.

We acknowledge that we are still early in our carbon reduction journey. We continue to focus on improving our understanding, particularly around the decarbonization of our operations in an industry that needs further investment and innovation. However, despite the challenges we may face, this is a journey that we are committed to, and we're excited to collaborate with our clients and suppliers as we progress.

With the two previously submitted years occurring during the COVID pandemic, we consider 2022 to be a more accurate representation of Bristol's 'business-as-usual' emissions.

*Emissions have been calculated and validated by Planet Mark.*

**Our 2022 footprint was 24.9% less than the previous year, with a total footprint of 1,759.2 tCO<sub>2</sub>e.**



## Accuracy, consistency, and completeness

Collecting, monitoring, and submitting accurate and comprehensive data remains one of the biggest challenges for carbon accounting—particularly for Scope 3 emissions.

We're delighted that in 2022 we extended our data capture across both Scope 2 and Scope 3 emissions. For the first time, we have been able to incorporate the below into our company footprint:

- Electricity and gas consumption for our Toronto and Singapore offices
- Water consumption (Phoenix office)
- Hotel stays (as part of associate business travel)
- Freight managed by Bristol Global Mobility Canada (for household goods movements)

We also increased our **Planet Mark Data Quality score** to ensure that we continue to source accurate, consistent, and complete information.

## A certification that does more than certify

As part of our successful business certification with Planet Mark, an acre of rainforest has been protected through [Cool Earth's](#) Asháninka community project. Conserving our world's rainforests is essential to mitigating the effects of climate change, with one acre of rainforest storing an estimated 260 tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e). A donation has also been made to support the Eden Project, an educational nature charity in the south of England, UK.

## Our priority areas

Reducing our carbon footprint is an ongoing focus for Bristol. There are a number of priority areas which have the greatest impact in terms of climate:

### Freight

The largest carbon reduction was caused by a decrease in freight emissions. Bristol's total footprint is largely dominated by the volume of freight moves that we manage for our clients; however, we acknowledge there are many opportunities for Bristol to collaborate with our stakeholders to effectively reduce the average emissions per tonne of shipment.

#### Bristol's actions:

- Sharing individual carbon reports with our clients to increase awareness of shared Scope 3 emissions, specifically for household goods movements and destination services. As part of this initiative, we also planted one tree for every Bristol move.
- Working with JustOne to facilitate an action planning workshop with our global operations and service delivery teams. By collaborating with our teams across EMEA and North America, we can set ambitious targets to improve the environmental impacts of our day-to-day processes, aligned across the business. These targets will look directly at how Bristol can use our resources and connections to reduce the carbon emissions of our managed shipments.

### Business travel

Following the relaxation of COVID rules, our business travel emissions increased significantly and now account for 4.4% of our total footprint. While travel allows our associates to develop successful relationships with our internal and external stakeholders, this comes with a cost to our planet, and we must be conscious of how and when we do so.

#### Bristol's actions:

- Launching Bristol's Sustainable Business Travel Policy which outlines the expectations of our associates when traveling for work.
- Revising our business travel form to improve the data collected and increase the monitoring of information submitted.
- All associates who visit our Phoenix office (HQ) receive a sustainable travel resource as part of their travel details. This document provides helpful tips on how to reduce their environmental impact when choosing restaurants, staying in hotel accommodations, and getting around by walking, using public transport, or 'green' taxis.

### Electricity consumption

With more associates returning to the office post-COVID, we anticipated an increase in electricity consumption for 2022. In response, we have implemented a number of initiatives which are designed to improve efficiency and reduce overall energy use.

#### Bristol's actions:

- In our Phoenix office, we've upgraded all lighting (where possible) to LEDs, and have flexible air conditioning temperatures.
- Embracing a paperless approach, except where a wet signature is required, and recycling all paper waste via an external partner. No paper was purchased in 2022.
- As of 2024, the Phoenix office will operate on 100% renewable energy. Our London workspace is also on a green tariff.

## Emissions by scope

Our 2022 carbon footprint can be broken down into the below scopes. All emissions are calculated and verified by Planet Mark.

Scope	tCO <sub>2</sub> e
Scope 1	-
Scope 2	112.4
Scope 3	1,646.8

Bristol has no direct emissions from our operations, and therefore no Scope 1 emissions to disclose.

Scope 2 emissions include electricity emissions only.

Scope 3 emissions include:

- Purchased goods and services (including Destination Services and paper procurement [nil for 2022])
- Fuel and energy-related activities (transmission and distribution only and water)
- Upstream transportation and distribution (freight for HHG)
- Waste
- Business travel

**Our 2022 emissions intensity per employee was 18.6 tCO<sub>2</sub>e.**

tCO<sub>2</sub>e = tonnes of carbon dioxide equivalent

## SUPPLIERS

### Supplier engagement

Delivering a high-quality service to our clients and their employees wouldn't be possible without the support of our BristolNet suppliers. We're proud to have developed a network of committed businesses across our BristolNet Global Supply Chain who help us deliver a seamless relocation experience for our clients.

BristolNet suppliers must comply with our **Global Supplier Code of Conduct** while partnering with Bristol—agreeing to a number of principles that include business ethics, human and labor rights, health and safety, and sustainability.

Our BristolNet Global Supply Chain consists of a wide range of businesses, each with different sustainability resources and experiences. We recognize the challenges that many small- and medium-sized companies can face when tackling environmental and social issues.

Every year, Bristol honors our suppliers within the BristolNet Global Supply Chain for their contributions to advancing and supporting key Bristol initiatives and processes and helping to increase customer satisfaction and contain costs. We formally recognize one supplier every year with our Sustainability Award. The award is based on the supplier who has excelled in promoting environmental stewardship, advancing social responsibility, and achieving strong economic performance while consistently complying with ethical business practices and good corporate governance. Winners are determined based on objective, metrics-driven criteria that evaluate service quality and other performance data, as well as commitment to continuous improvement and cost containment.

**We were delighted to award Dwellworks, LLC our 2022 Sustainability Award for their ongoing commitment to environmental stewardship and responsible business practices.**

*Our BristolNet Partner of the Year program gives winners the choice between a physical award or a digital option. We were pleased that 35% of all 2022 winners chose the digital option, reducing our environmental footprint too.*

### Looking ahead

Next year will take Bristol one step closer to delivering upon our *Move the World* ambitions. Our 2024 focus areas will include:

#### Climate action

Understanding what Bristol's net zero pathway will involve.

#### Climate action

Including temporary housing services in our 2023 Planet Mark data submission. This will provide Bristol and our clients with a more comprehensive understanding of our collective carbon footprint.

## EMPLOYEES

### Communication and transparency

Engaging with our associates on Bristol's environmental efforts is central to our sustainability program. For a taste of what's been happening:

#### Earth Day 2023

As part of our celebration for the world that surrounds us, we invited all colleagues to share one change they've made to reduce their environmental impact, along with their favorite photo of nature. Together, we created a beautiful collage of images to share with our internal and external stakeholders—and planted 35 trees through our giving partner, [B1G1](#), via their global projects.

#### Digital declutter sessions

In Autumn 2023, we launched our regular digital declutter sessions where associates are welcome to set aside a few moments to declutter! Cleaning up our inboxes and deleting large or unused files helps to improve the efficiency of our laptops. Better for productivity, and better for the planet!





Social

## EMPLOYEES

### Culture

Bristol is committed to cultivating, developing, and maintaining an inclusive workplace for all internal and external stakeholders. Our sustainability program outlines various diversity, equity, and inclusion (DE&I) targets that we've set ourselves to foster equal opportunities and development for our people, and those we work with.

We want our associates to feel comfortable being themselves at work and empowered to be the best they can be. To do so, we must embrace and encourage diversity, and recognize how our successes are shaped by the collective experiences, abilities, and skills that our associates bring to Bristol.

### 2023 Diversity and Inclusion survey

Bristol's DE&I efforts are designed to be continually challenged. We acknowledge that this is an ongoing issue, and our initiatives must adapt to the needs of our associates as our people grow and change. This is the basis of **our annual Diversity and Inclusion survey**, which maps the demographics of our workforce and identifies what we're doing well and where we need to re-assess our approach.

For the first time, in our 2023 survey, we collected a range of qualitative feedback—with an overwhelming positive response from our associates.

**100%**  
believe or strongly believe that diversity is seen as an asset

**99%**  
believe or strongly believe that everyone has the opportunity to succeed at Bristol

**99%**  
believe or strongly believe that our leadership is well-equipped to manage a diverse workforce

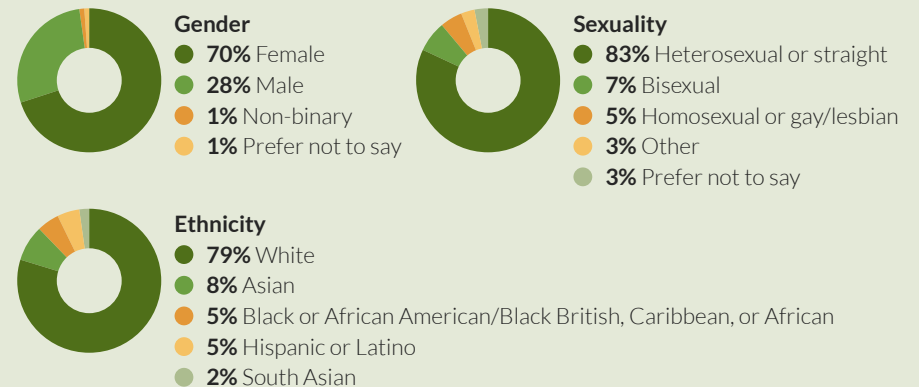
### Celebrating our diverse teams

We're proud to see our pineapple family include individuals from a diverse range of backgrounds and experiences. Through our intranet, The Core, we celebrate numerous diversity dates and campaigns that give associates the chance to educate themselves and connect with others.



International Women's Day

### Our demographics



## WORLD

### Social justice

#### Equal opportunities for all

We're passionate about broadening access to the global mobility industry and giving everyone the opportunity to succeed at Bristol. In 2023, we updated our job postings to reflect this commitment; emphasizing that Bristol welcomes applicants from all backgrounds and that we will provide reasonable adjustments for any individuals with a condition or disability that impacts their application. Our next priority is to expand accessibility by posting job openings in a more targeted way, especially for those applying outside of our industry.

#### UN Women Empowerment Principles (WEPs)

Since 2020, Bristol has been a committed signatory of the UN WEPs initiative, a global program that advances gender equality and women's empowerment in line with the UN SDGs and the 2030 Agenda. Along with the guidance and resources that this program provides, we believe the WEPs offer greater value through its reporting mechanism to broaden accountability and transparency. In 2023, Bristol submitted our first progress report to the WEPs platform and will continue to do so on an annual basis.

#### Supporting minority, diverse, and small businesses

Through our BristolNet Global Supply Chain, we aim to accelerate collective action towards our world's environmental and social challenges. This involves identifying new opportunities to support diverse and minority businesses and building connections that support equitable development and success.

In 2022, the total BristolNet Supplier Diverse Spend was **16.47%**, achieving 101.47% of our 2022 Diverse Spend to Goal.

We are always open to connecting with new minority, small, or diverse-owned businesses and extending Bristol's ability to drive positive change.

**In 2022, the total BristolNet Supplier Diverse Spend was 16.47%, achieving 101.47% of our 2022 Diverse Spend to Goal.**



## WORLD

**Charities and communities**

In *Move the World*, we dedicate one of our strategic pillars to the **world**; which involves the many communities and societies that we interact with through Bristol's operations and associates. We understand our role, as a responsible business, to enrich lives and generate social value for others.

**Giving**

Giving relates to Bristol's financial or material investment in community-led projects and non-profit activities. We refer to our donations as 'giving' rather than 'charity' to avoid any connotation that the corporate 'giver' has a superiority over the non-profit 'receiver'. Instead, we consider this relationship to be a two-way giving process.

**B1G1**

Bristol has committed to a long-term partnership with the global giving platform, B1G1. The B1G1 platform allows businesses to integrate giving into operational processes by donating funds to support essential projects that are aligned with the UN SDGs.

From January 2022 to October 2023, Bristol has generated over 238,000 positive impacts for programs across the world through monthly donations. This includes:

- Providing **43,831** days of access to safe water
- Giving **10,611** meals to those in need
- Planting **4,235** trees to combat climate change
- Providing **1,156** days of education
- Offering **860** days of medical support

Our B1G1 projects are aligned with Bristol's priority SDG goals. Bristol associates have also been directly involved in selecting the causes that we support. We're humbled to see the incredible impact that Bristol has had through B1G1.



**238,000+**  
**positive impacts**  
**created, thanks**  
**to Bristol's**  
**community**  
**efforts**

**Community donations**

Along with B1G1, we have supported a number of local and global non-profits throughout 2022 and 2023, including:

- [Starry Foundation](#) (an Arizona-based non-profit corporation)
- [Arizona Cancer Support Community](#)
- [Central Arizona Shelter Services \(CASS\)](#)—providing care to the homeless during record-breaking temperatures in July 2023
- Various international aid and relief efforts—sourcing essential care to Israeli and Palestinian communities in October 2023

**\$104,770+** raised for  
**local and global projects**







### Volunteering

Offering time and resources through volunteering is another channel that we focus on as part of our community efforts. In North America, Bristol offers associates two days every year to volunteer with projects and initiatives through our voluntary time off (VTO) policy.

With the demands of everyday life, we know that organizing and attending volunteer sessions can be difficult for many individuals. In 2023, we held a number of virtual events with **Goodera**, a volunteer platform that provides unique ways for individuals to give back in a digital capacity. Since partnering, we have held volunteer events to support the following projects and causes:

- International Women's Day: *Created quizzes to educate on women's history*
- Open Rainbow Residence: *Created a toolkit for LGBTQ Youth*
- Reading is Fundamental: *Made flashcards to help children build their reading skills*
- United Military Care, Inc.: *Created holiday cards for veterans and active duty personnel*

In 2024, we are looking forward to commencing a permanent partnership with a new digital volunteering and donation platform to make social giving even easier for all our associates.

**In 2023, we held a number of virtual events with Goodera, a volunteer platform that provides unique ways for individuals to give back in a digital capacity.**

## EMPLOYEES

### Employee development and well-being

Bristol's ethos as a people-focused business prioritizes the well-being and happiness of our people. We recognize that a happy and healthy workforce is more likely to succeed, stay in the pineapple family, and feel empowered to build connections.

Across our global offices, we have a range of well-being resources that are accessible to our associates in a variety of mediums. One of our long-term goals is to ensure there is a **consistent culture across Bristol**, with equal access to resources, regardless of role or location. This remains a priority area for Bristol as we continue to develop our wellness offering.

Bristol's wellness initiatives include:

- In 2023, the UK and Singapore offices received access to a new Employee Assistance Program (EAP) through our membership with the Mental Health Charter. This support helpline offers another avenue for associates to discuss their personal or professional concerns in a confidential setting.
- Our intranet newsfeed continued to source helpful internal and external tools across different well-being topics, including articles from our President, Joe Cardini.
- As a largely remote workplace, we understand that creating and maintaining connections with colleagues can be tricky. In Autumn 2023, we launched bi-weekly **virtual coffee mornings** for the UK and Singapore offices where associates can catch up with one another in a less formal setting.
- 2023 was the year that BoomPop made its way to Bristol! Hosted virtually on a monthly basis, BoomPop events are designed to break up the working day with *fun*—giving associates a chance to engage in different activities, such as gratitude workshops, magic shows, and even paint parties.

*“I most enjoy the team sharing during the Huddle themes. I feel a surge of energy and happiness when we can be open and vulnerable while we push each other to be better friends, family, and coworkers.”*

— Jami Martin, on Bristol's monthly Huddles, a resource with activities and guidance on a themed well-being topic.



## SUPPLIERS

### Safety and ethics

We believe that all businesses have a duty of care to protect employees and those related to their operations from human rights abuses, unethical business practices, and discrimination.

In 2023, Bristol assessed the social risks and challenges that it faces as a business operating in the global mobility industry. This involved looking at the specific human rights risks that are most likely to impact our business, directly or indirectly. With a large network of suppliers, clients, and related stakeholders, we understand our role in staying vigilant and taking appropriate action should any concerns arise. In response, we undertook the following actions:

- Publishing Bristol's [Human Rights Policy](#), which aligns our standards with internationally recognized principles, such as the *ILO's Declaration on Fundamental Principles and Rights at Work*.
- Releasing our [2023 Modern Slavery Statement](#); outlining the potential risk areas for our business and the tactics we must implement to support the eradication of human rights abuse. To educate our associates on Bristol's approach, we shared internal communications and an e-learning module on how to spot the signs of modern slavery and report suspicions.



### Looking ahead

Next year will take Bristol one step closer to delivering upon our *Move the World* ambitions. Our 2024 focus areas will include:

#### Employee development and well-being

Launching our first mental health survey to complement our existing employee satisfaction measurement mechanisms.

#### Charities and communities

Developing more opportunities for in-person and virtual volunteering through office events and using our Culture Champions network.

#### Social justice

Providing external training to all associates on different diversity, equity, and inclusion topics.

#### Charities and communities

Implementing our *Make Your Move Count* initiative, in partnership with B1G1, across all service delivery teams—giving relocating employees the opportunity to get directly involved in our giving program.





# Governance

## Bristol's executive leadership

Bristol's President and Managing Director (Europe & Asia) are responsible for reviewing and approving all strategic and organizational decision-making with regard to sustainability efforts, including the formation of objectives, processes, and initiatives. During monthly updates from Bristol's sustainability lead, leadership also responds to any potential or existing environmental and social risks.

As part of the review of *Move the World*, we established annual department objectives across the organization which are monitored and implemented directly by Bristol's executive leadership team. The delivery of these objectives will involve collaboration and engagement with individuals across the various teams, inviting more associates to bring their ideas and support collaborative progress.

### Sustainability Governance Structure



## SUPPLIERS

### Risk management

#### New commitment to global action

In 2023, Bristol became a **member of the UN Global Compact**, the largest corporate sustainability movement.

Being part of this initiative confirms our wider commitment to the SDGs, unlocks access to various resources, and provides avenues for greater collaboration with other businesses, communities, and individuals.

We are excited to engage with our fellow UN Global Compact members as we progress along this journey and create the necessary opportunities to drive further change across our industry.

**Bristol has achieved the silver EcoVadis medal, putting our sustainability efforts in the top 25% of all scoring businesses.**

## EMPLOYEES

### Communication and transparency

#### Reporting frameworks

Two of our 2025 goals focus on improving accountability and transparency through regular communications and reporting to relevant frameworks. Disclosing our progress on an annual basis also supports our wider risk management.

#### EcoVadis

Bristol has achieved the silver [EcoVadis](#) medal, putting our sustainability efforts in the top 25% of all scoring businesses. With this certification, we received feedback on our core strengths and weaknesses, and have already responded to a number of 'improvement areas'. These include:



- Improving our reporting for various environmental issues, including our different Scope GHG (greenhouse gas) emissions (as above)
- Developing substantial policies (see pages [19](#) and [23](#))
- Making more information accessible across our environmental and social measures (as above and throughout report, page [12](#))

#### GRI (Global Reporting Initiative)

This report has been produced with reference to the [GRI](#) disclosure framework to increase transparency across corporate sustainability reporting. We strive to increase the quality and alignment to this framework on an annual basis.



#### UN Global Compact

As a member of the [UN Global Compact](#), we will commence the related disclosure requirements in 2024 through the Communication on Progress.



**United Nations**  
Global Compact

#### CDP

In 2024, we also want to report environmental data through [CDP](#); adding to our accountability mechanisms and improving our understanding of Bristol's risks.



## SUPPLIERS

### Safety and ethics

#### Policies and processes

We are focused on developing a robust network of policies that define Bristol's internal and external standards. These policies will help to govern compliance across the business regarding various environmental and social standards.

Throughout 2023, we have developed new and revised policies across the below topics:

- [Environmental Policy](#): Reflecting our existing focus areas and high-level ambitions.
- [Diversity and Inclusion Policy](#): Reiterating Bristol's approach to creating a diverse and inclusive workplace.
- [Human Rights Policy](#) (see page 19).
- [2023 Modern Slavery Statement](#) (see page 19).
- Health and Safety policies: Now reflecting remote working conditions.
- Bristol-wide Code of Conduct: Including legal obligations, DE&I, corporate social responsibility, and relevant grievance mechanisms/ethical hotlines.

### Looking ahead

Next year will take Bristol one step closer to delivering upon our *Move the World* ambitions. Our 2024 focus areas will include:

#### Communication and transparency

Migrating Bristol's policies to our new training platform to improve monitoring of employee awareness.

#### Risk management

Disclosing Bristol's efforts through the CDP and UN Global Compact reporting frameworks.

## EMPLOYEES

### Culture

#### Creating purpose for our people

To further embed sustainability within Bristol's culture, 2024 will see the formal launch of our new Culture Champions network. We want our associates to feel a sense of purpose outside of their day-to-day roles by getting involved in projects or initiatives that resonate with their passions—whether that's environmental protection, social justice, wellness, or community impact. As a Culture Champion, our associates can develop their learning, build connections, and see the impact they have on making the world a better place.

The Culture Champion is an evolution of Bristol's former Sustainability Committee, which played an instrumental part in driving progress and establishing the building blocks of today's initiatives. However, we understand that not all individuals are able to make the same commitments or dedicate the same number of hours to 'purpose projects.' Our revised network will enable more associates to join—to innovate, inspire, and inform the wider organization in a more accommodating way.

## EMPLOYEES

### Employee development and well-being

#### Access to training and resources

Education is an essential component of any successful sustainability program. Empowered and educated individuals, across different levels and functions, remain a fundamental part of driving consistent, positive change. At Bristol, we want to support our associates by providing informative and interactive training in a variety of mediums to accommodate different learning styles and approaches.

- In 2023, all North America management received anti-harassment training via our HR partner. Further training relating to DE&I and inclusive management will be launched in 2024.
- By the end of 2023, our Client Engagement and Business Development team will have received sustainability training to better understand the opportunities for collaboration with our clients (in partnership with JustOne).
- Autumn 2023 saw the implementation of Bristol's **new training and content platform, Trainual**. This online system will house the first element of our wider Sustainability e-Learning course, accessible to all associates and composed of several modules to give associates the basics of sustainability.

It is our ambition to extend this education to our external stakeholders as we develop more comprehensive content.

#### Culture

Broadening engagement across the organization by defining 2024 department objectives and Champions network.

#### Communication and transparency

Rolling out Level 2 and Level 3 of our Sustainability e-Learning program.

Looking ahead





## Driving progress beyond 2024

Reflecting on how far we've come along this journey continues to fuel our ambitions. We're proud of the approach we've taken, but more than anything, we're excited to accelerate our progress and move with even greater strides.

### Next steps

**Move the World will continue to act as Bristol's compass as we progress with our sustainability efforts.** A number of our 2024 focus areas have been detailed within this report, including the relevant long-term goal that this contributes towards. Following a review of our 2023 objectives, formal targets for each department will be created for 2024.

Above all, we look ahead to building on our existing momentum and making 2024 a year of education, innovation, and collaboration.

### Questions?

If you have any questions about this report or would like to know more about Bristol's sustainability program, please contact [sustainability@bristolglobal.com](mailto:sustainability@bristolglobal.com).

# GRI Data Tables

This sustainability report is prepared with reference to the Global Reporting Initiative (GRI) disclosure framework, a set of internationally recognized standards that support businesses and other organizations report progress against economic, environmental, and social indicators. The tables below outline Bristol Global Mobility's use of the GRI framework within our reporting process; this includes the source or location of content relating to the specific disclosure.

<b>Statement of use</b>	Bristol Global Mobility has reported with reference to the GRI Standards for the period of January 1, 2022, to October 31, 2023 (unless otherwise stated).
<b>GRI 1 used</b>	GRI 1: Foundation 2021

## GRI 2: General Disclosures

Disclosure Number	Disclosure Name	Response	Source/Further Information
2-1	Organizational details	Bristol Global Mobility is a private company with our headquarters based at 2001 N. 3rd Street, Phoenix, AZ 85004. As a relocation management company, we operate on a global scale with offices in the UK, Canada, and Singapore.	
2-2	Entities included in the organization's sustainability reporting	Reporting entities include Bristol Global Mobility LLC (North America operations) and Bristol Global Mobility Ltd (EMEA operations). Bristol's sustainability program is managed at a global level and therefore the disclosures reported upon include both listed entities above.	
2-3	Reporting period, frequency and contact point	Our reporting cycle is annual; however, due to internal governance changes, the current sustainability report will encompass disclosures from 1 January 2022 to 31 October 2023 (unless noted). We aim to shift our reporting cycle to align more closely with our carbon footprint reporting period. For more information, please contact <a href="mailto:sustainability@bristolglobal.com">sustainability@bristolglobal.com</a> .	
2-4	Restatements of information	None during the reporting period.	
2-5	External assurance	Our sustainability reporting is currently not assured by an independent third party. However, we recognize the importance of external validation and we look to adding this layer of credibility to our reporting in the future.	
2-6	Activities, value chain, and other business relationships	<p>Bristol Global Mobility is a premier, privately owned, full-service relocation management company. Founded in 1997 and headquartered in Phoenix, Arizona, Bristol maintains service hubs in Toronto, London, and Singapore, as well as a distributed workforce throughout the U.S. and Canada. Bristol provides innovative mobility solutions for corporate clients across the globe, driven by our relationship-centered philosophy of <i>Connecting with, versus Controlling People</i>.<sup>SM</sup></p> <p>With a team of global mobility experts, Bristol supports organizations by offering a comprehensive range of services to facilitate a seamless relocation experience for its employees.</p> <p>Bristol partners with a number of suppliers to deliver a top-class service for its clients; from moving household goods to supporting relocating employees with culture training as they adjust to a new way of life. We approach supply chain management as an integrated function, applying sourcing, procurement, and supply management best practices to leverage our global buying power to achieve our strategic cost management objectives and pass along these savings to our global clients. Our commitment to doing business with integrity and with the highest ethical standards is the core of all of Bristol's supplier partnerships.</p> <p>There have been no significant changes to our organization or our supply chain during the reporting period.</p>	

## GRI 2: General Disclosures

Disclosure Number	Disclosure Name	Response	Source/Further Information
2-7	Employees	<p>Our associate headcount has seen minimal change over the past two years.</p> <ul style="list-style-type: none"> <li>82% are based in North America, 18% are in our EMEA and APAC locations.</li> <li>98% are full time associates, 2% are part time associates.</li> <li>According to our 2023 Diversity and Inclusion survey, 70% of Bristol associates identify as female; 28% identify as male; 1% identify as non-binary.</li> </ul> <p>We also report to the UN Women's Empowerment Principles disclosure platform on an annual basis.</p>	
2-9	Governance structure and composition	<p>Bristol's leadership holds ultimate responsibility for the company's environmental, social, and governance efforts. Our President, Joe Cardini, and Managing Director (Europe and Asia), Glen Bansor, oversee the sustainability lead and receive monthly updates on related progress, challenges, and risks.</p> <p>Bristol's executive leadership team are directly involved in monitoring and implementing of our strategic objectives.</p> <p>Following the appointment of Bristol's current sustainability lead, this role was re-positioned under the People &amp; Culture team. This was an intentional transition to support the integration of Bristol's sustainability efforts within the company culture; rather than positioned as a standalone resource.</p>	
2-10	Nomination and selection of the highest governance body	<p>We believe that governance bodies should be independent and diverse in their views, backgrounds, and skills. These are all criteria that we want to enhance with regard to Bristol's governance mechanisms to ensure that we are accurately reflecting the needs of our people, clients, and communities. At Bristol, we are proud to have developed meaningful relationships with our internal and external stakeholders; it is imperative that we continue to prioritize their feedback and interests in our decision-making and evaluate the potential impacts that our business can have.</p>	
2-11	Chair of the highest governance body	<p>Our highest governance body is chaired by Joe Cardini, President of Bristol Global Mobility since 2007. One of the President's functions is to ensure all business activities are aligned with Bristol's mission of <i>Connecting with, versus Controlling People</i>.<sup>SM</sup> This directly correlates to our sustainability ambitions of being a people- and planet-conscious business, and therefore we believe the role of the President inherently supports Bristol's social and environmental efforts. To ensure that we make decisions in the best interest of not only Bristol, but our external stakeholders, we recognize the importance of intentional engagement with our clients, suppliers, and associates (both in executive and non-executive positions) on sustainability-related initiatives.</p>	
2-12	Role of the highest governance body in overseeing the management of impacts	<p>Our President and Managing Director (Europe and Asia) are responsible for reviewing and approving all strategic and organizational decision-making; including the establishment of objectives, processes, and initiatives. During periodic updates from the sustainability lead, Bristol's leadership also respond to any potential or existing environmental and social risks. As part of the review of our <i>Move the World</i> strategy, we established annual department objectives across the organization which are monitored and implemented directly by Bristol's executive leadership team. The delivery of these objectives will involve collaboration and engagement with individuals across the various teams, as required.</p>	

## GRI 2: General Disclosures

Disclosure Number	Disclosure Name	Response	Source/Further Information
2-13	Delegation of responsibility for managing impacts	Our President assumes responsibility for Bristol's sustainability program, alongside our Managing Director (Europe and Asia). However, the implementation of new processes and initiatives that contribute towards our wider strategic aims is delegated across the leadership team, with each department responsible for progressing towards the achievement of our 2025 goals. Updates on progress are monitored by Bristol's President during regular reviews with our sustainability lead. This provides further opportunities for the President to then raise concerns or feedback with their direct reports.	Page <a href="#">21</a>
2-14	Role of the highest governance body in sustainability reporting	All publicly reported information is reviewed by Bristol's President. Our executive leadership receive regular updates on Bristol's sustainability progress; the content of which is the basis of our annual sustainability report.	
2-15	Conflicts of interest	All Bristol associates including executive leadership are expected to act in accordance with our Code of Conduct (revised) and relevant Employee Handbook, which include details on expectations around conflict of interests. These documents include various internal procedures for raising concerns and therefore are not currently publicly accessible at this time, but we aim to make them more widely available.	Page <a href="#">23</a>
2-16	Communication of critical concerns	Bristol is committed to responding in a prompt and effective manner to all violations of law or policy, corruption or unethical business practice, or serious breaches of compliance. To ensure that all Bristol associates are aware of the relevant processes to report concerns or suspicions, we launched a revised Code of Conduct in Autumn 2023, containing grievance mechanisms and details of an external ethical hotline. No issues were identified or reported for this reporting period. Should a critical concern arise, Bristol's executive leadership will be notified as necessary.	
2-17	Collective knowledge of the highest governance body	Bristol is committed to expanding the awareness of its associates by producing educational materials and resources across a variety of sustainability-related topics. It is expected that all executive leadership engage with these resources to develop a consistent awareness across the organization.	Page <a href="#">23</a>
2-19	Remuneration policies	Bristol has a role-based remuneration structure in place with fixed and variable pay all being calculated on the same basis. A salary is set for each role by the Bristol Executive Leadership team. Each role has an assigned base salary and a performance-based bonus scheme where the employee can earn up to 15% of their annual salary as a bonus which is performance based. The bonus scheme is divided into two elements: 25% is based on overall company profitability performance, and the remaining 75% is based on personal goals that are set each year with the individual and reviewed throughout the year to assist with achievability. Each Bristol associate is enrolled in the relevant country's retirement scheme (e.g., 401K in the U.S. and an auto-enrollment in the UK). Written permission has to be given by each associate for any mutually agreed clawbacks.	
2-20	Process to determine remuneration	All Bristol salaries are determined by the executive leadership teams and are set in line with industry benchmarking and location-specific rates. Annual bonuses and incentives are calculated on performance against assigned goals and targets and are reviewed and approved by the relevant leadership. All updates are communicated to the respective associate.	
2-22	Statement on sustainable development strategy	Our President, Joe Cardini, has expressed a statement within this report.	Page <a href="#">4</a>

## GRI 2: General Disclosures

Disclosure Number	Disclosure Name	Response	Source/Further Information
2-23	Policy commitments	<p>Bristol's <i>Move the World</i> sustainability strategy was established in 2021 to drive our environmental, social, and governance agenda. In 2023, we reviewed this strategy's relevance to Bristol and our long-term commitments in light of a changing industry landscape and adjusting to a post-COVID society. This review process resulted in minor changes to our long-term goals, as well as streamlining of the strategy's structure to improve understanding and stakeholder engagement.</p> <p>Our strategy and connected initiatives align with the UN Sustainable Development Goals to demonstrate Bristol's contribution to the most pressing global challenges. This includes our carbon footprint reporting and our corporate giving program, in partnership with Planet Mark and B1G1 respectively. In 2023, we committed to the UN Global Compact to further expand our efforts at a global scale.</p> <p>We recognize the importance of upholding Bristol's mission, values, and behaviors throughout our sustainability program. This includes our commitment to protecting human rights, respecting the environment, building an inclusive and supportive culture, and ensuring compliance with all relevant international laws and regulations. Where possible, we want to develop expectations and principles that go beyond these international laws.</p> <p>A range of policies and procedures are implemented to govern Bristol's internal and external impacts, including across our supply chain; these are approved by senior leadership from the North American and EMEA offices.</p> <ul style="list-style-type: none"> <li>• Global Supplier Code of Conduct</li> <li>• <a href="#">Human Rights Policy</a></li> <li>• <a href="#">2023 Modern Slavery Statement</a></li> <li>• <a href="#">Environmental Policy</a></li> <li>• <a href="#">Diversity and Inclusion Policy</a></li> <li>• Code of Conduct</li> </ul>	
2-24	Embedding policy commitments	<p>The responsibility to respect and uphold Bristol's policy commitments is distributed across the organization. Leadership remains primarily responsible for the delivery of Bristol's sustainability department objectives; however, associates from a variety of roles and levels will be involved in the implementation of the processes and procedures which achieve these targets. In Autumn 2023, we also launched a new training platform to improve access to meaningful and engaging resources that aid the visibility of Bristol's policies. One of Bristol's long-term goals is to establish a formal risk register to record and respond to any concerns that relate to its policies (including those highlighted in GRI2-23).</p>	

## GRI 2: General Disclosures

Disclosure Number	Disclosure Name	Response	Source/Further Information									
2-25	Processes to remediate negative impacts	<p>Our revised Code of Conduct is designed to reinforce the expected behaviors of Bristol's associates, as well as provide resources to report any grievances or suspicions. Bristol's grievance mechanisms are developed per location/office to ensure there is an appropriate response to any situation. We also supply an external ethical hotline for reporting modern slavery concerns.</p> <p>Bristol's Global Supplier-Partner Management (GSPM) group has global responsibility for Supplier Compliance &amp; Risk Management. Our GSPM team tracks, monitors, and reports the compliance of the BristolNet suppliers. Expectations of BristolNet global suppliers are outlined in our Global Supplier Code of Conduct, which outlines various principles of business ethics, legal and regulatory compliance, intellectual property, health and safety, and sustainability.</p> <p><b>Supplier Governance</b> For the fourth year in a row, we have achieved 100% compliance with our BristolNet Global Supply Chain:</p> <table border="1"> <thead> <tr> <th>Worldwide Supplier Compliance by BristolNet Global Supply Chain</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>Legal &amp; Regulatory</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Supplier Business Practices &amp; Ethics</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	Worldwide Supplier Compliance by BristolNet Global Supply Chain	2021	2022	Legal & Regulatory	100%	100%	Supplier Business Practices & Ethics	100%	100%	
Worldwide Supplier Compliance by BristolNet Global Supply Chain	2021	2022										
Legal & Regulatory	100%	100%										
Supplier Business Practices & Ethics	100%	100%										
2-26	Mechanisms for seeking advice and raising concerns	Relevant mechanisms are located within the Code of Conduct highlighted above (GRI 2-25). This document includes various internal procedures for raising concerns and therefore is not currently publicly accessible at this time.										
2-28	Membership associations	<p>Bristol is proud to engage with a number of relocation associations to support industry progress; including <a href="#">Worldwide ERC</a><sup>®</sup> (Employee Relocation Council) for which our associates regularly participate on panels and agenda-planning task forces. A number of Bristol associates hold WERC certifications, and we also take a leading role in various U.S. regional meetings. In addition, we have a board member on the <a href="#">Canadian Employee Relocation Council</a> (CERC), an association that seeks to improve standards across the sector and share best practices. In Europe, Bristol employees have also participated in <a href="#">Forum for Expatriate Management</a> (FEM) meetings and earned corporate and individual awards of recognition.</p> <p>With regards to social action, Bristol is also a signatory of the <a href="#">CEO Action!</a> campaign to advance DE&amp;I in the workplace; a member of the <a href="#">Mental Health Charter</a> (UK) to combat stigma surrounding mental well-being; and a <a href="#">Disability Confident</a> employer (UK scheme) which strives to challenge attitudes and increase understanding of disability.</p>										
2-29	Approach to stakeholder engagement	Bristol's mission is <i>Connecting with, versus Controlling People</i> . <sup>SM</sup> This ethos is embedded throughout our sustainability program; particularly through the approach we take to engaging with our stakeholders. Our <i>Move the World</i> strategy is composed of four pillars, which reflect our core stakeholders: our associates, our clients, our suppliers, and the world (environment and communities). It is therefore essential that any sustainability efforts respect and respond to the needs of these distinct stakeholders. We take any opportunity to collaborate with our stakeholders on environmental and social challenges, including through roundtable events, purpose mapping and materiality assessments, and ongoing relationship management.										

## GRI 2: General Disclosures

Disclosure Number	Disclosure Name	Response	Source/Further Information
2-30	Collective bargaining agreements	Our <a href="#">Human Rights Policy</a> confirms Bristol's alignment with the ILO's <i>Declaration on Fundamental Principles and Rights at Work</i> , including the freedom of association and right to collective bargaining for all associates. We acknowledge that, as a business, we must help protect this right and commit to improving our knowledge on this topic. Trade unions are not prevalent within the global mobility industry, and therefore we do not believe any Bristol associates are existing members.	

## GRI 3: Material Topics

Disclosure Number	Disclosure Name	Response	Source/Further Information
3-1	Organizational details	In 2021, Bristol's senior leadership and a number of key internal stakeholders were involved in a materiality assessment exercise. This process was undertaken with the support of sustainability consultancy, JustOne, and Prosperah. This exercise involved ranking Bristol's material sustainability issues, taking into account environmental, social, and governance risks and opportunities. This list of provided material topics was also aligned with issues that arose during workshops that led to the creation of our sustainability strategy (in 2020). Stakeholders were asked to confirm which issues had the most impact on Bristol as a business, and the issues that Bristol could most impact. Suppliers were also asked to contribute to this assessment as a complementary exercise, to understand what our collaborative goals should be and how to engage with each other effectively.	Page <a href="#">Z</a>
3-2	Entities included in the organization's sustainability reporting	<p>Bristol's relevant material topics are:</p> <ul style="list-style-type: none"> <li>• Accountability</li> <li>• Charities and communities</li> <li>• <b>Client satisfaction</b></li> <li>• <b>Climate action</b></li> <li>• <b>Communications</b></li> <li>• Culture</li> <li>• <b>Employee growth</b></li> <li>• Health and safety</li> <li>• Innovation</li> <li>• Risk management and disruption</li> <li>• <b>Social justice</b></li> <li>• Supplier engagement</li> <li>• Sustainable lifestyles</li> <li>• <b>Well-being</b></li> </ul> <p><b>Bold</b> text denotes highest impact in relation to importance and ability to impact. There have been no significant changes to these topics since the last reporting period; however, as a business, we respect that materiality should be considered dynamic and we look to repeat this exercise in 2024.</p>	

## GRI 3: Material Topics

Disclosure Number	Disclosure Name	Response	Source/Further Information
3-3	Management of material topics	<p>Bristol's sustainability strategy, <i>Move the World</i>, outlines the commitments made to address the material topics listed above. This is expressed through the sustainability issues that are presented within our strategy, under which a number of long-term goals are stated. All of our sustainability efforts are centered on this structure. Each department establishes annual objectives and targets which contribute to the strategy's long-term goals, and therefore address our core sustainability issues (also material topics). These objectives are governed by our leadership, with input and support from individual teams. This framework ensures that we continue to focus on our material issues consistently and comprehensively and engage Bristol associates from all levels.</p> <p>Actions to address these issues are highlighted throughout our sustainability report with regard to new initiatives and department objectives.</p> <p>Following the revision of our strategy in 2023, we reassessed its structure and took the opportunity to combine a number of sustainability issues. This does not diminish the significance of any material issue but rather allows us to streamline the framework for ease of understanding and monitoring. Any updates are referenced in the sub-headings below.</p> <p><b>Accountability (now under Communications and transparency)</b> Bristol must remain accountable for our actions when it comes to negative social and environmental impacts generated by the business and related processes. It is imperative that our governance evokes integrity and transparency to increase trust from our stakeholders and avoid any damage to our reputation. See pages <a href="#">21-22</a> (Governance).</p> <p><b>Charities and communities</b> Bristol strives to create positive impacts for individuals and communities. We believe that generating social value outside of our work is another way for Bristol, as a business, to make a difference in the world. We also recognize that supporting charities and non-profits allows us to connect on a deeper level with our associates, understanding how we can engage with causes that matter to them. See pages <a href="#">16-17</a> (Community impact).</p> <p><b>Client satisfaction</b> Two of <i>Move the World's</i> 2025 goals relate to the satisfaction of our clients and relocating employees; we commit to a 98% satisfaction rate (measured by Bristol's feedback survey). An element of change is expected as we implement more sustainable practices; however, we do not believe that these changes will hinder the quality of our services. See page <a href="#">8</a> (Building on our connections).</p> <p><b>Climate action</b> As a business, we recognize the responsibility that we have to our stakeholders to mitigate the impacts of climate change. Our actions include the measurement of our carbon footprint (with increasing coverage), ambitions with regard to reduction targets, and raising general awareness with internal and external stakeholders. See pages <a href="#">10-11</a> (Climate action).</p>	



## GRI 3: Material Topics

Disclosure Number	Disclosure Name	Response	Source/Further Information
3-3	Management of material topics	<p><b>Communications (now under Communications and transparency)</b>            Effective communication has a central role in the success of our sustainability program. We prioritize our approach to communications across both internal and external mediums, to ensure that Bristol's efforts are expressed in a way that engages with our stakeholders, accurately reflects our strengths and weaknesses, and avoids any potential greenwashing. Our areas of focus include the training and education of our associates; fair representation of Bristol's actions across external channels (i.e., social media); and the disclosure and reporting of progress to improve transparency.</p> <p><b>Culture</b>            Bristol's ethos of connection dominates our company culture; we are a people-focused business centered around our associates and the relationships that we build with clients, suppliers, and communities. It is our long-term goal to ensure that all associates embrace and enjoy the same culture, regardless of their role or location. See page <a href="#">3</a> (The pineapple culture).</p> <p><b>Employee growth (now under Employee development and well-being)</b>            As a business, we believe that we have a responsibility to provide our associates with tailored development opportunities and resources that will support career success and personal satisfaction. Employee development must be approached consistently across all offices and must align with individuals' interests. Formalizing this process is a high priority for Bristol for 2024 and 2025.</p> <p><b>Health and safety (now under Safety and ethics)</b>            The protection of our associates remains our priority; even more so as we transition into new working conditions (i.e., remote) where potential risks and challenges to well-being are lesser known. Alongside our internal safety processes, we recognize our responsibility with regard to safeguarding the rights of external stakeholders and take action to minimize the risk of any unethical business practices across our supply chain. See page <a href="#">23</a> (Safety and ethics).</p> <p><b>Innovation</b>            We believe that innovative solutions are required to address all material issues, and therefore each of our long-term goals will require innovation in some form. For Bristol, we consider innovation a fundamental part of all internal progress, with regards to improving processes and systems; alongside external transformations of the industry given our reliance upon our supply chain. This includes sectors such as real estate and shipping. Engagement from our associates will have a significant role in how we engineer and implement innovation.</p>	

## GRI 3: Material Topics

Disclosure Number	Disclosure Name	Response	Source/Further Information
3-3	Management of material topics	<p><b>Risk management and disruption</b> While each material topic poses different risks to our business, we acknowledge that the management of risks itself requires a detailed approach. This includes the risks associated with environmental degradation and social inequality that will affect Bristol's associates and operations, as well as the potential risks that may impact our stakeholders (for example, the physical risks of climate change that may impact the successful relocation of an employee). Our sustainability governance mechanisms directly address the management of risks at an organizational level. See pages <a href="#">21-23</a> (Governance).</p> <p><b>Social justice</b> We believe that all individuals should enjoy access to equal opportunities, regardless of their protected characteristics. This applies to our internal culture and external business relationships. Our actions to address social injustice include efforts to eradicate discrimination and promote diversity; to create an inclusive workforce; to support equitable economic and social development along our supply chain; and to maintain compliance with all relevant laws and regulations regarding labor and human rights. See pages <a href="#">14-19</a>.</p> <p><b>Supplier engagement</b> Delivering a high-quality service to Bristol's clients relies heavily on the support of a large network of supplier partners. Scope 3 emissions comprise 94% of our total carbon footprint; consequently, we depend on collaboration across our supply chain to succeed with significant emission reductions. Our suppliers can also help us address social inequality, particularly through Bristol's sourcing of minority or diverse-owned businesses. Engaging with our suppliers is an ongoing priority to improve knowledge and best practice. See pages <a href="#">12</a> and <a href="#">15</a>.</p> <p><b>Sustainable lifestyles (now under Communication and transparency)</b> Empowered and well-informed individuals have a fundamental role in driving sustainability efforts through innovation and inspiring others to do the same. As a business, we believe that we have a responsibility to facilitate learning by providing resources and related tools to educate our associates across environmental and social issues; as well as giving access to opportunities where associates can express their personal interests and passions. See page <a href="#">23</a>.</p> <p><b>Well-being (now under Employee development and well-being)</b> We recognize that a happy and healthy workforce is more likely to succeed, with improved connections to our clients and suppliers, as well as an increase in associate retention rates. Bristol promotes various well-being resources and initiatives to support its associates with any professional or personal issues. See page <a href="#">18</a> (Well-being)</p>	

## GRI Topic Standards

Material Aspects	Disclosure Number	Disclosure Name	Response	Source/Further Information
Energy	302	Management approach disclosure	<p>We recognize the importance of managing our energy consumption effectively in order to reduce our environmental footprint and our total carbon emissions. Bristol's primary energy consumption comes from the electricity used in our four office spaces, and therefore our attention is focused on associate engagement tactics and implementing practical solutions that preserve energy within the buildings' management systems.</p> <p>Out of the four offices that we utilize, the only Bristol-owned property is the office in Phoenix (the other three locations are rented workspaces). The Phoenix office accounts for 90% of our total energy usage. Given the larger headcount at this location and our ownership of the property, we have made this building our priority with regards to sustainable energy management.</p> <p>General awareness of energy preservation is relevant to all associates and will be shared as part of our ongoing sustainability e-learning.</p> <p>Measurement of our energy consumption is validated during our carbon footprint analysis with Planet Mark.</p>	
	302-1	Energy consumption within the organization	In 2022, our total energy consumption was 311,894 kWh. This includes electricity for our four offices: Phoenix, AZ; London; Singapore; Toronto. We also had two office moves in 2022 (London and Toronto) which involved downsizing our workspaces and therefore reducing our energy usage going forward. As of 2024, our Phoenix office will also use 100% renewable electricity.	
	302-3	Energy intensity	Our energy use intensity per square meter was 118.4 kWh. This is based on an average total floor space of 2,633.8 m <sup>2</sup> across 2022 (taking into account the two office moves).	
	302-4	Reduction of energy consumption	Bristol is committed to reducing its overall energy consumption by using technology advancements and employee engagement. However, following COVID, we expected an increase in associates attending the office and saw energy consumption rise by 23% between 2021 and 2022 (figure normalized to exclude Toronto and Singapore). Our 2021 total energy usage was 241,106 kWh (Phoenix and London offices only). Actions to reduce our energy consumption relate to the addition of energy-efficient lighting; improving controls for air conditioning; greater awareness of sustainable behaviors; and a transition to renewable energy sources for 2024.	

## GRI Topic Standards

Material Aspects	Disclosure Number	Disclosure Name	Response	Source/Further Information
Emissions	305	Management approach disclosure	As a business, we recognize the responsibility that we have to our stakeholders to mitigate the impacts of climate change. We are committed to improving our understanding of our footprint, with a long-term goal of setting concrete reduction targets to achieve net zero emissions. Since 2021, we have partnered with Planet Mark to support the calculation and validation of Bristol's carbon footprint. Specific actions we have taken to mitigate our footprint can be found throughout our sustainability report.	Pages <a href="#">8-10</a>
	305-1	Direct (Scope 1) GHG emissions	No direct emissions to report.	
	305-2	Energy indirect (Scope 2) GHG emissions	In 2022, Bristol's Scope 2 emissions were 112.4 tonnes of CO <sub>2</sub> e. This only includes the electricity generation for our office workspaces.	
	305-3	Other indirect (Scope 3) GHG emissions	In 2022, Bristol's Scope 3 emissions were 1,646.8 tonnes of CO <sub>2</sub> e. This included: Purchased goods and services (including Destination Services and paper procurement [nil]); Fuel and energy-related activities (T&D only and water); Upstream transportation and distribution (freight for household goods movements); Waste; Business travel.	
	305-4	GHG emissions intensity	In 2022, Bristol's emissions intensity (per associate) was 18.6 tonnes of CO <sub>2</sub> e using the location-based method.	
	305-5	Reduction of GHG emissions	Bristol's 2022 carbon footprint was reduced by 24.9% from 2021 emissions. Given that Scope 3 emissions contribute 94% of our total footprint, we acknowledge that decarbonizing the supply chain will have the greatest impact on achieving consistent, significant carbon reductions. In <i>Move the World</i> , we have committed to creating and publishing our net zero pathway by the end of 2025, which will provide us with concrete emissions reduction targets.	
	305-6	Emissions of ozone-depleting substances (ODS)	N/A	
	305-7	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides(SO <sub>x</sub> ), and other significant air emissions	N/A	

## GRI Topic Standards

Material Aspects	Disclosure Number	Disclosure Name	Response	Source/Further Information
Employment	401	Management approach disclosure	Bristol is committed to cultivating, developing and maintaining an inclusive workplace for its people and those we interact with. We recognize that a happy and healthy workforce will only lead to greater success, improved retention rates, and stronger connections built with our external stakeholders. Our mission is <i>Connecting with, versus Controlling People</i> . <sup>SM</sup> This ethos is the core of our company culture, as we seek to create a workplace where associates can flourish, benefiting from equal opportunities and resources. It is also our ambition to open up access to our profession, by developing pathways to success for individuals coming from outside the relocation sector.	
	401-1	New employee hires and employee turnover	Of Bristol's new hires in this reporting period, 93% were for our North America offices, and 7% in the UK. In the future we hope to evolve our data capture mechanisms to improve the scope of our reporting in subsequent disclosures.	
	401-3	Parental leave	All Bristol associates are entitled to parental leave. For the period of 1 January 2022 to 31 October 2023, 2 associates took parental leave and 2 associates returned to work.	
Training and education	404	Management approach disclosure	Education and ongoing training are central to Bristol's people-focused culture for the success of our operations and the progression and retention of our associates. This includes day-to-day 'on the job' training, as well as business-wide content, such as sustainability. At Bristol, we want to support our associates by providing access to informative and interactive training, in a variety of mediums to accommodate different learning styles and approaches.	
	404-1	Average hours of training per year per employee	During this reported period, we do not have a formal process in place to effectively monitor the number of hours each associate dedicates to training. This is done on a role and team basis, with differing approaches across the U.S. and EMEA.	
	404-2	Programs for upgrading employee skills and transition assistance programs	In 2023, we launched a new training and content platform to house Bristol's processes, policies, and e-learning materials. This is accessible to all Bristol associates. The new platform will standardize learning across the business while ensuring that associates receive bespoke training depending on their role and location. Through this platform, we will also improve our monitoring of hours spent per associate, team, and location, and manage associates' awareness of our policy network.  Bristol has also developed a new function to sit within various Bristol teams. Our new Subject Matter Experts are designed to support with training materials and ongoing queries across a number of specialties, for existing associates and those new to the organization (to support onboarding). These new roles will play a pivotal role in the development of effective training modules, which will be accessible through our new platform. Existing associates were promoted into these new roles to reflect their success.	
	404-3	Percentage of employees receiving regular performance and career development reviews	All Bristol associates receive performance reviews through regular meetings with relevant line management. Annual reviews are also conducted to assess career development needs and challenges, as well as compensation changes. In the UK, our associates have a personal development plan (PDP) to track their progress and understand the necessary deliverables to progress into a more senior role. In 2024, we will be implementing a new performance framework for the U.S. team to formalize this process, aiding associate development and ensuring that management can address any risks.	

## GRI Topic Standards

Material Aspects	Disclosure Number	Disclosure Name	Response	Source/Further Information
Diversity and equal opportunities	405	Management approach disclosure	Bristol acknowledges the importance of diversity, equity, and inclusion (DE&I) for the well-being of our people and the success of our business. We recognize the responsibility we have, as a business, to develop and maintain an inclusive workplace for all internal and external stakeholders; through an improved understanding of our associates and their diverse needs and implementing effective programs and initiatives to improve inclusivity and equal opportunities.	
	405-1	Diversity of governance bodies and employees	<p>Our 2023 Diversity and Inclusion survey confirmed Bristol's demographics as:</p> <ul style="list-style-type: none"> <li>• Gender: 70% identify as female; 28% identify as male; 1% identify as non-binary.</li> <li>• Age: the majority of our workforce (33%) are aged 45-54, with 24% aged 35-44 and 21% aged 25-34. Associates that are over 55 and under 25 account for 21% of our business.</li> <li>• Sexual orientation: 83% heterosexual; 7% bisexual; 5% homosexual; 3% identify as other.</li> <li>• Ethnicity: 79% white; 8% Asian; 5% Black or African American/Black British, Caribbean, or African; 5% Hispanic/Latino; 2% South Asian.</li> </ul> <p>It is our ambition to improve the diversity across our organization, and similarly develop our reporting across different diversity data. This includes identifying data across different job levels and between our executive leadership, senior management, and associates.</p> <p>Through better analysis, we will be able to shape meaningful development programs for our existing associates and evolve our recruitment processes to broaden access to our industry.</p>	
	405-2	Ratio of basic salary and remuneration of women to men	<p>As part of our diversity, equity, and inclusion (DE&amp;I) program, we recognize the utmost importance of pay equity and providing all associates with fair treatment in terms of development, access to opportunities, and remuneration.</p> <p>Our capability to be transparent across this topic is a central focus of Bristol's. This includes the development of robust reporting mechanisms that can detail our current pay gaps across gender, ethnicity, and other diversity strands, as well as comparing our salaries with the respective living wage. While we do not feel we can accurately report this data at this time, it is our priority to disclose this information in the subsequent reporting cycle.</p>	