



ENVIRONMENTAL SOCIAL GOVERNANCE



Benchmarking Report 2020



Overview



LTG will operate as a good corporate citizen and empower its clients to achieve their own ESG priorities

Objective

- 2020 has been a period of dramatic change for corporates, staff and their families:
 - COVID-19 has disrupted but also created opportunities
- LTG has run an ESG Benchmarking to capture relevant objective data
- Plan to track data over time to inform and enable policy making
- Next steps: consultation, prioritisation and communication

Contents

- Supporting Clients Make a Positive Impact
- Environmental Sustainability
- Taking Care of our People - Wellbeing & Belonging
- Taking Care of our People - Diversity & Inclusion
- Corporate Governance - the Board
- Corporate Governance - meeting the expectations of stakeholders
- Privacy and Data Security



Supporting Clients Make a Positive Impact



Empowering our clients to achieve their ESG priorities



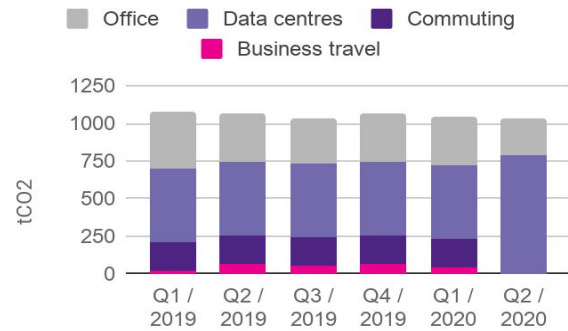


Environmental Sustainability

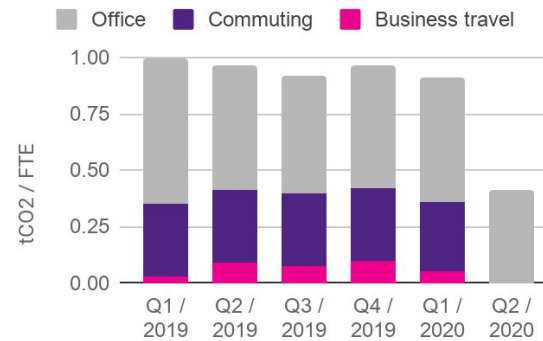


Effectively managing actual and future impact of LTG activities on the environment

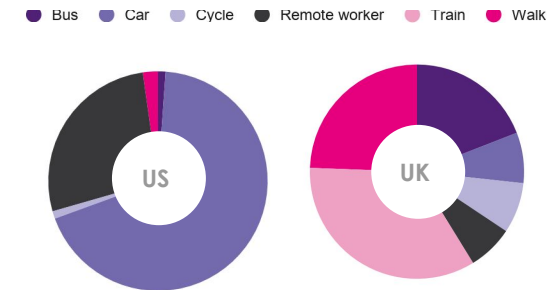
CO2 emissions



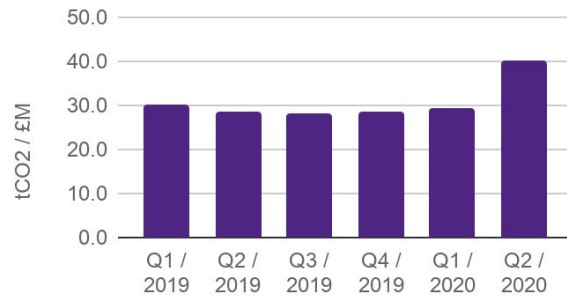
CO2 emissions per FTE by source



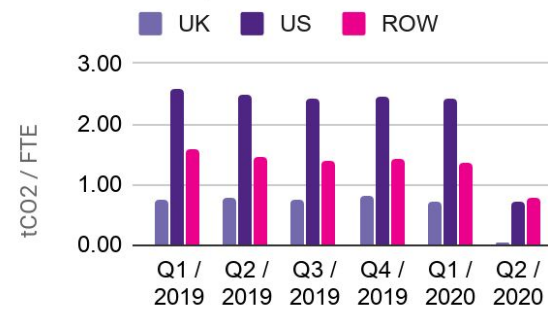
Impact of commuting UK vs US



Data Centre emissions / £M SaaS revenue



CO2 emissions per FTE



Initiatives

Review of company flexible and remote work policies and their impact on environmental sustainability - to be completed in Q4 2020

tCO2 = Carbon Emissions in metric tons



Taking Care of our People - Wellbeing & Belonging



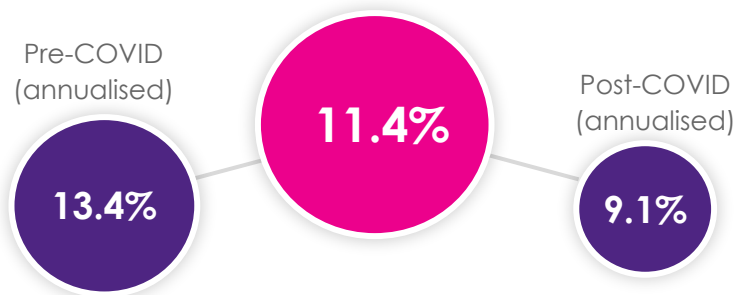
Protecting and improving the physical and mental wellbeing of our staff.

Pulse Survey Results

Pulse Survey Topic	Rating out of 5.0
Alignment	4.0
Ambassadorship & Satisfaction	4.2
Feedback	4.0
Personal Growth	3.9
Happiness	3.9
Coronavirus Response/WFH	4.6
Relationship with Manager & Peers	4.4
Recognition	3.9
Wellness	3.9

Voluntary Staff Churn

12 months til Q3 2020



Analysis

LTG runs regular pulse surveys with all staff; benchmark scores have been collated.

Highest scores relate to response to COVID-19 and Manager/Peer relationships.

Staff churn at reasonable levels; have declined moderately following COVID-19

Initiatives

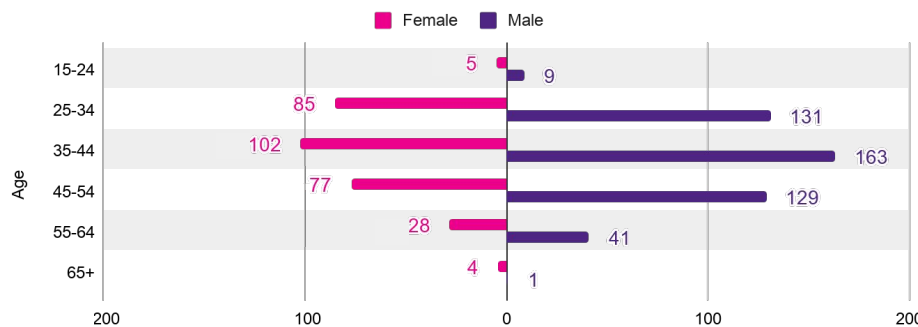
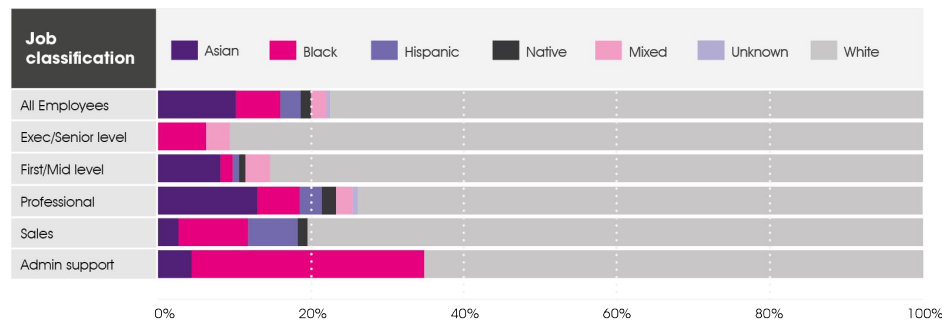
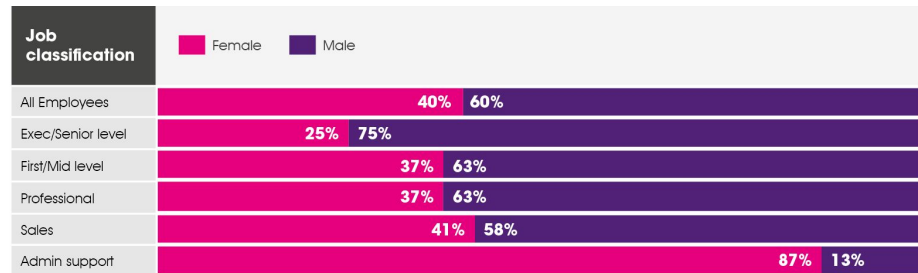
Review of company flexible and remote work policies and their impact on staff wellbeing and belonging - to be completed in Q4 2020



Taking Care of our People - Diversity & Inclusion



LTG should reflect the societies in which it operates.



Analysis

- Extensive D&I analysis undertaken by Affinity, LTG's market leading provider of D&I analysis services
- LTG starts from a good position
- Areas of focus include relative under-representation of women in Exec level roles and Blacks and Hispanics in senior roles

Initiatives

- Establishment of Employee Resource Groups
- Annual equity pay review
- Training on equality, diversity and inclusion compliance

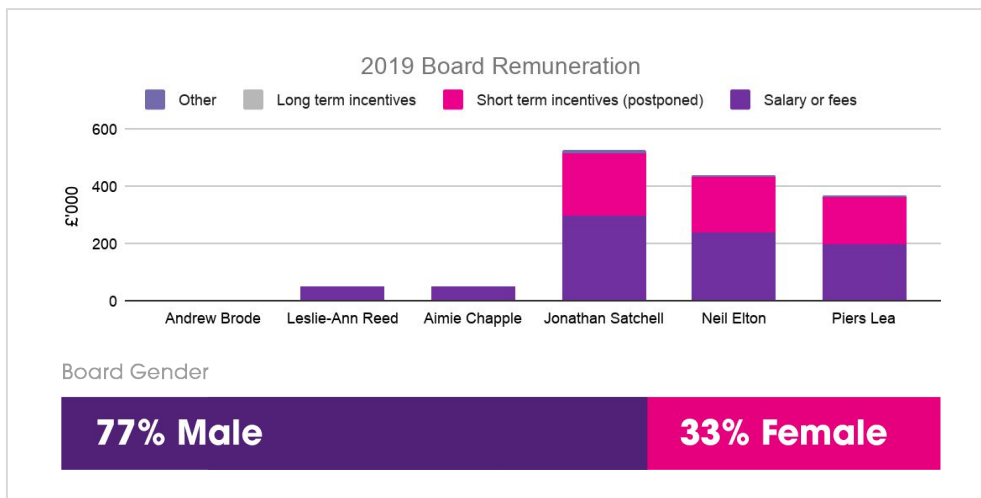


Corporate Governance - the Board



Ensuring high standards of corporate governance

Board member	Type	Age	Tenure as LTG Plc director	Related party?	Committees	Finance/ Industry expert	Male/ Female	Independence type
Andrew Brode	Non-executive	80	7	Yes	N/A		Male	Non-independent
Leslie-Ann Reed	Non-executive	61	6	No	Audit and Remuneration committee		Female	Independent
Aimie Chapple	Non-executive	51	2	No	Audit and Remuneration committee		Female	Independent
Jonathan Satchell	Executive	54	7	Yes	N/A		Male	Non-independent
Neil Elton	Executive	49	6	Yes	N/A		Male	Non-independent
Piers Lea	Executive	59	6	Yes	N/A		Male	Non-independent



Analysis

- Many initiatives ahead of good corporate governance practice:
- All Directors put themselves up for re-election each year
- Remuneration Policy put to vote at 2020 AGM

Initiatives

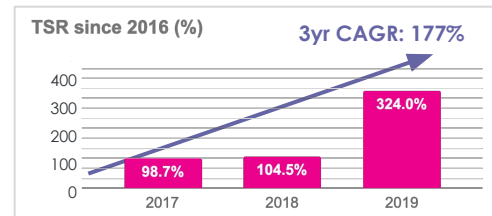
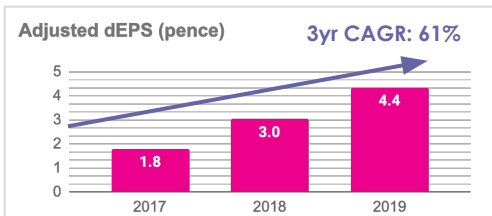
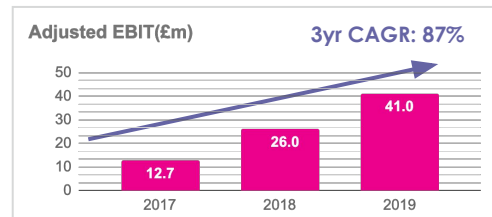
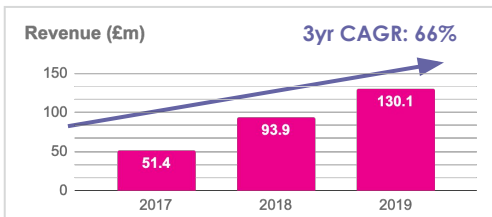
- Simon Boddie appointed as 4th NED with effect from 1st October 2020



Corporate Governance - meeting the expectations of stakeholders



Building a successful sustainable business in the long term interests of stakeholders

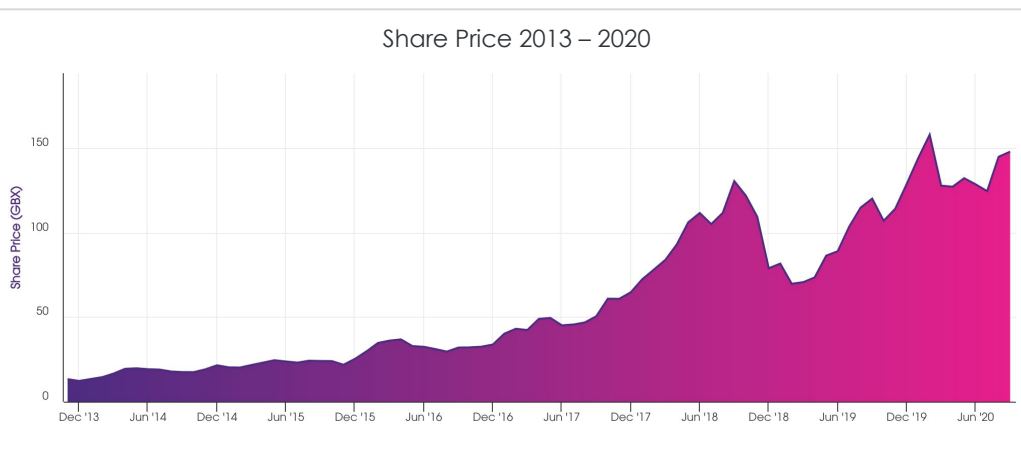


Analysis

Substantial returns to shareholders over medium term

Adoption of QCA Corporate Governance Code

Numerous charitable initiatives in the communities in which we operate



Initiatives

Rotation of Company statutory audit; BDO LLP to be appointed as auditor for year ending 31st December 2020

- Confirmation by shareholders at 2021 AGM

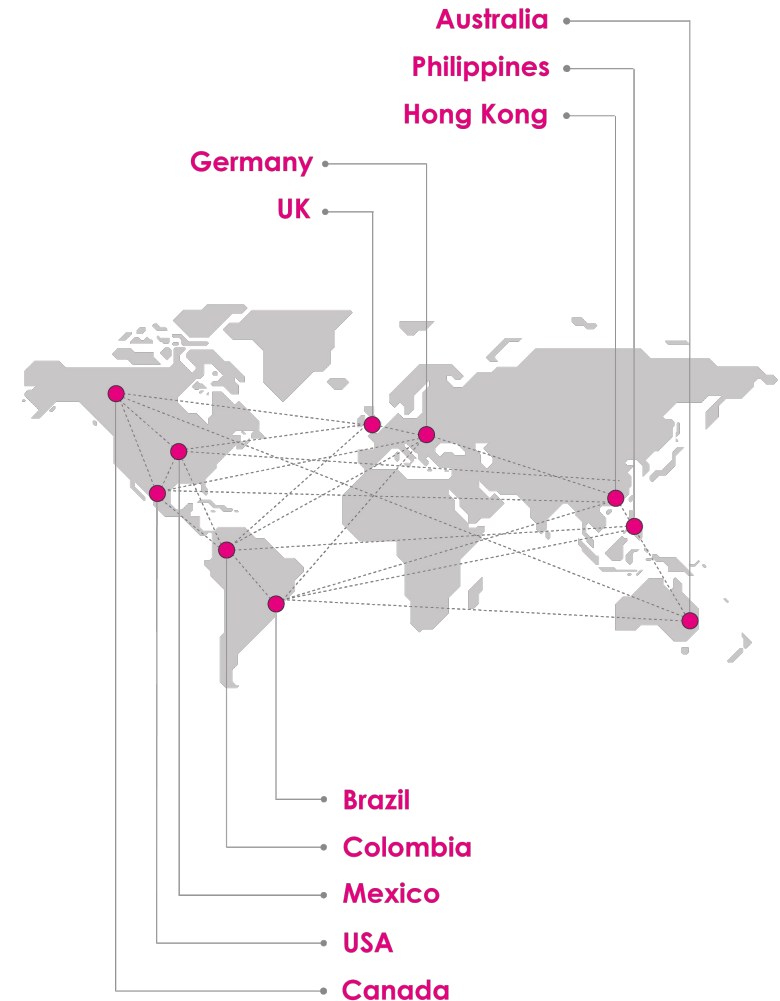


Privacy and Data Security



Beyond GDPR: Achieving high standards for data privacy and security globally

- ✓ Roll out of global privacy compliance programme to include our new corporate locations in Colombia and Mexico
- ✓ Ensuring compliant and transparent processes, policies and notices for personal data that we collect relating to our staff, suppliers, partners, clients and prospects
- ✓ Enabling our clients to meet their data privacy obligations where we process personal data on their behalf as part of our service offering
- ✓ Review of security certifications and quality assurance across our group companies including ISO 27001, SSAE 18 SOC 2, Cyber Essentials Plus and ISO 9001
- ✓ Embedding an awareness of privacy and security risks across the group through staff training and communications
- ✓ Implemented alternative data transfer mechanisms to the Privacy Shield for EU-US personal data transfers following the EU Court of Justice decision in July 2020
- ✓ Regular benchmarking of third party processor privacy standards as part of vendor risk management

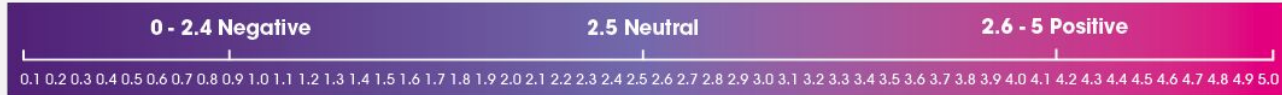




Appendices

Diversity & Inclusion

Responses to Pulse Surveys - a D&I perspective



Demographic	D&I total score	Leadership Diversity & Inclusion	Diversity	Diversity - Representation	Diversity - Policies	Diversity - Interpersonal	Leadership Diversity	Diversity - Support	Leader - Interpersonal	Inclusion	Inclusion - Belonging	Inclusion - Authenticity	Justice	Justice - Fairness	Justice - Procedures	Justice - Interpersonal	Justice - Information	Leader - Justice	Trust	Trust in Leadership
All Employees	3.7	3.8	3.5	3	3.7	3.8	3.5	3.5	3.6	3.9	4	3.8	3.7	3.4	3.5	4	3.8	3.9	3.8	3.9
Race not declared	3.7	3.7	3.5	3.1	3.7	3.8	3.6	3.5	3.6	3.8	3.9	3.7	3.6	3.4	3.4	3.9	3.9	3.8	3.8	3.8
Asian	4	4.1	3.8	3.4	4	4.1	3.9	3.8	4	4.1	4.1	4	4	3.7	3.7	4.3	4.1	4.2	4	4.2
Black	3.4	3.5	3.2	2.8	3.4	3.4	3.2	3.2	3.3	3.5	3.7	3.4	3.4	3.2	3.3	3.7	3.6	3.9	3.3	3.5
Hispanic	3.8	4	3.6	2.9	3.9	3.9	3.6	3.6	3.7	4	4	3.9	3.8	3.5	3.6	4.1	4.1	4.2	3.9	4.1
Native	3.7	3.8	3.5	3.1	3.7	3.7	3.7	3.8	3.7	3.7	3.8	3.6	3.7	3.4	3.4	4	3.8	3.9	3.8	3.8
Mixed	3.8	3.8	3.6	3	3.8	3.9	3.4	3.3	3.5	3.9	4.1	3.7	3.8	3.6	3.7	4.2	3.9	3.9	3.9	4
White	3.7	3.7	3.5	3	3.7	3.9	3.5	3.4	3.5	3.9	4	3.8	3.7	3.3	3.5	4	3.8	3.9	3.8	3.9
Gender not declared	3.6	3.6	3.4	3	3.5	3.6	3.4	3.3	3.4	3.6	3.8	3.4	3.5	3.2	3.3	3.9	3.5	3.6	3.9	3.8
Female	3.6	3.6	3.3	2.7	3.5	3.7	3.4	3.3	3.4	3.8	3.9	3.7	3.5	3.2	3.4	3.9	3.7	3.8	3.6	3.7
Male	3.8	3.9	3.7	3.2	3.8	4	3.6	3.6	3.7	3.9	4	3.8	3.8	3.5	3.6	4.1	4	4	3.9	4
Disabled	3.9	4	3.7	3.2	3.8	4.2	3.9	3.8	3.9	4.1	4.3	3.9	3.9	3.6	3.8	4.3	4	4.2	3.9	4.1
Veteran	3.6	3.6	3.4	2.9	3.7	3.7	3	3.1	3	3.6	3.7	3.6	3.5	3.2	3.3	4.1	3.6	3.9	3.8	3.8
LGBTQ (UK only)	3.5	3.4	3.2	2.6	3.5	3.5	3.1	3.1	3.1	3.6	3.9	3.4	3.5	3.2	3.4	3.9	3.6	3.6	3.6	3.6

Pulse Survey Results

Questions: Alignment	Rolling 1 Week
How often do you notice behaviours in your team/group company that reflect LTG values?	4.0
LTG communicates in a clear and effective way with employees.	4.2
My group company communicates in a clear and effective way with their employees.	4.0
I am inspired by the purpose and mission of LTG.	3.9
Do LTG leaders demonstrate that employees are essential to its success?	4.5
My group company protects its employees from discrimination.	3.3
Do you think your group company is involved in its community?	3.8
Do you believe that LTG is able to reach its objectives?	3.7
Do you believe that your group company is able to reach its objectives?	3.2
My group company invests enough in resources, people and efforts to measure up to its ambitions.	3.9
The leaders of LTG have communicated a vision that motivates me.	4.3
I trust the leaders of LTG to deliver our organization's vision.	4.2
Does your work feel connected to LTG's values?	4.2
The goals and strategies of LTG are taking us in the right direction.	4.0
The goals and strategies of my group company are taking us in the right direction.	4.0
Is LTG's long term vision and strategy clear to you?	3.9
I trust the executive leadership team at LTG.	4.5
Average Score (Out of 5)	4.0

Pulse Survey Results

Questions: Ambassadorship & Satisfaction	Rolling 1 Week
How would you describe your group company as a place to work?	4.0
When you say what organization you work for, how do you feel?	4.0
I am proud of what my group company stands for.	4.1
On a scale of 1-5 (5 being very good), how would you describe the products/services LTG/your group company makes/provides?	4.3
I consider myself an ambassador for LTG	4.0
Do you have access to the material resources you need to do your work properly (equipment, supplies, etc.) ?	4.4
I understand how my work contributes to the goals of my group company.	4.3
I would be happy to be a customer of my group company, and buy the products/services that it offers.	4.3
All things considered, my group company is a great place to work.	4.3
Do you have access to the non-material resources you need to do your work properly (information, training, support, data, knowledge)?	4.0
Do you know what you need to do to meet your personal goals and objectives?	4.3
Average Score (Out of 5)	4.2

Pulse Survey Results

Questions: Feedback	Rolling 1 Week
Are you satisfied with the frequency of feedback coming from your line manager?	4.3
On a scale of 1-5 (5 being very good), how valuable is the feedback you receive from your line manager?	4.3
The feedback I receive from my line manager is frequent and specific enough to help me understand how I can improve.	4.0
Do you get feedback from your peers?	4.1
The feedback I receive from my peers is frequent and specific enough to help me understand how I can improve.	3.8
If you have new ideas for your group company, what are the chances that you will share them?	4.1
What rating of importance do you think your group company gives to your opinions and suggestions?	3.7
I feel like I can voice my opinion regarding my group company.	3.9
I would recommend my group company to a friend as a great place to work.	3.9
Average Score (Out of 5)	4.0

Pulse Survey Results

Questions: Personal Growth	Rolling 1 Week
Do you feel that your work has an impact on your group company's purpose?	4.4
I am proud of the work I do for LTG.	4.4
I am proud of the work I do for my group company.	4.4
There are opportunities for my personal progression within my group company	3.5
Are opportunities for you to grow within your group company clearly communicated to you?	3.4
On a scale of 1-5 (5 being very good), how would you rate your level of access to/time for relevant training?	3.1
Is there someone at work who helps you grow and develop?	3.8
Do you always know what the main purpose of your group company is?	4.3
I have a personal development plan, aimed at improving my skills.	3.6
Average Score (Out of 5)	3.9

Pulse Survey Results

Questions: Happiness	Rolling 1 Week
Most days I feel a sense of accomplishment from what I do in my group company.	4.1
Have you noticed your work taking a toll on your personal life?	3.2
My work for my group company is fulfilling.	4.1
I feel supported in my workplace when I am dealing with personal or family issues.	4.4
Generally speaking, how would you rate your level of happiness at work?	3.8
Average Score (Out of 5)	3.9

Questions: Coronavirus Response/Working from home	Rolling 1 Week
How would you describe your experience of working from home?	4.4
How productive are you while working from home?	4.6
Do you have a quiet, distraction-free area at home for you to focus on your work?	4.7
Do you feel isolated while working from home?	4.3
I feel part of the team when working from home	4.4
Has LTG made the right decisions in response to COVID-19?	4.8
Has LTG communicated well during the COVID-19 crisis?	4.8
Average Score (Out of 5)	4.6

Pulse Survey Results

Questions: Relationship with Manager & Peers	Rolling 1 Week
When you ask your line manager for help, can they devote time to help you?	4.5
My line manager is someone I can trust.	4.4
My line manager has a good level of transparency with our team.	4.5
My line manager cares about my well-being.	4.4
How would you rate your line manager's management skills?	4.2
If you ask a peer for help, can they devote time to help you?	4.5
How would you rate your peers' contribution to achieving your team's goals and objectives?	4.3
How knowledgeable are your peers in general?	4.6
My peers are committed to doing quality work.	4.4
I feel like I am part of a team.	4.4
Average Score (Out of 5)	4.4

Pulse Survey Results

Questions: Recognition	Rolling 1 Week
The frequency and quality of recognition at LTG is excellent	3.6
Recognition from my group company is given in a timely fashion.	3.7
Is recognition from your group company meaningful when you receive it?	4.3
Average Score (Out of 5)	3.9

Questions: Recognition	Rolling 1 Week
How stressed do you feel at work? If relevant, please enter what you think the main cause of stress is for you in the Additional Comments section at the end of this survey.	3.3
Does your group company offer enough to support your wellness at work?	4.0
Does your line manager support your wellness at work?	4.5
Average Score (Out of 5)	3.9