

Sustainability Report 2025-2026

eden mccallum

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Eden McCallum's Sustainability Report is our annual report detailing our commitments, initiatives, and performance across all areas of sustainability. We align our reporting with leading standards and frameworks to ensure a clear and complete representation of the relevant information and data. This report covers Eden McCallum's firm-wide operations and our financial year running from 1st July 2025 to 30th June 2026.

Foreword

Sustainability has been core to Eden McCallum's ethos and business model since the very beginning. Through economic cycles and geopolitical shifts, we continue to develop and sharpen our commitment, continually improving and amplifying our impact.

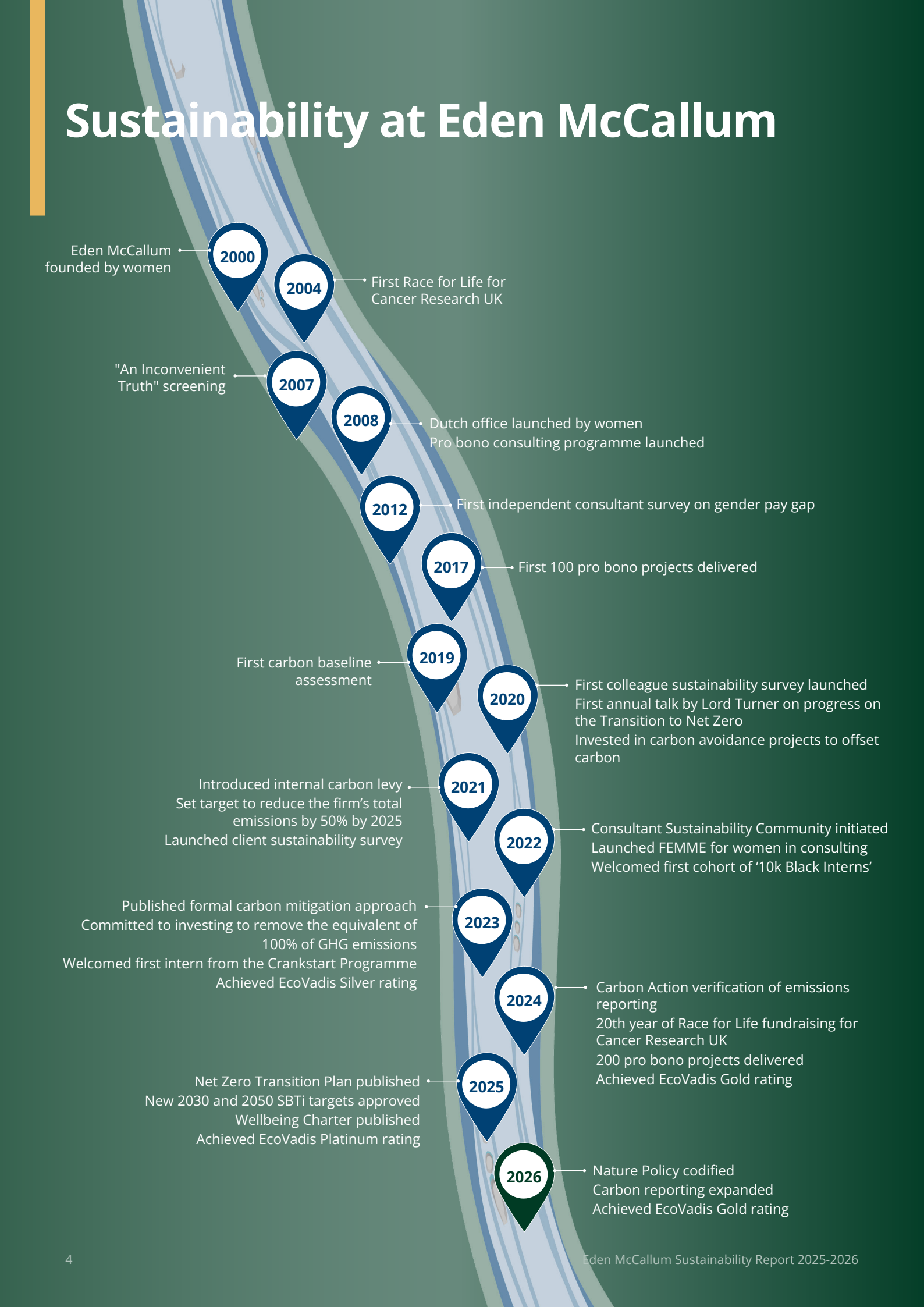
As a firm founded by female entrepreneurs, equality and representation are ingrained in our values. We believe that talent is everywhere, but opportunity is not, which is why our mentorship and internship programmes are focused on introducing students from under-represented groups to consulting. Formalising our commitment to social sustainability, we founded our NGO Partnership in 2008 and have supported over 90 charities with pro bono projects.

We continue to accelerate our transition towards net zero, as detailed in our Net Zero Transition Plan, and this year expanded our carbon tracking to include GHG emissions generated by our colleagues working from home and commuting. We also assessed our impact on nature and formalised our Nature Policy. We continue to work closely with our clients to develop innovative solutions to their sustainability issues. Most recently we unpacked the complex dynamics in the biofuels market, created a growth-focused value creation plan in the reusable transport packaging industry, identified new business opportunities stemming from the home energy transition, and shaped a social purpose programme to improve worker protection around the world.

We have always understood that making progress on sustainability is a team effort and are so grateful for the contributions of our exceptional colleagues at Eden McCallum. They are a constant source of new ideas, and tireless in translating those ideas into meaningful action.

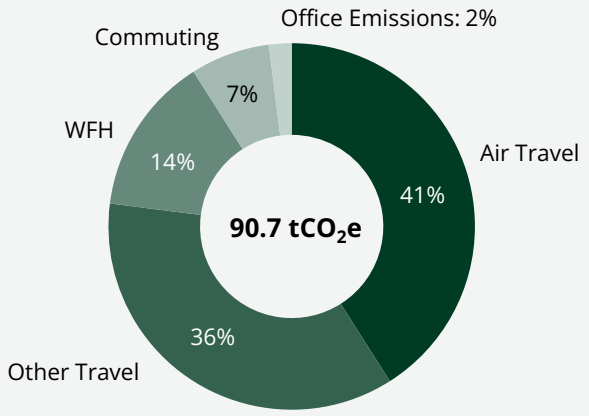
Liann Eden
Founding Partner
Eden McCallum LLP

Sustainability at Eden McCallum



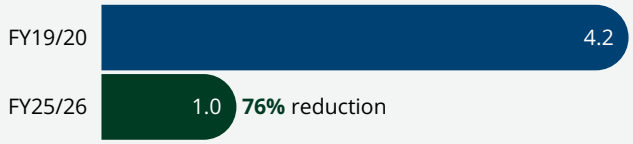
FY25/26 sustainability at a glance

FY25/26 GHG emissions

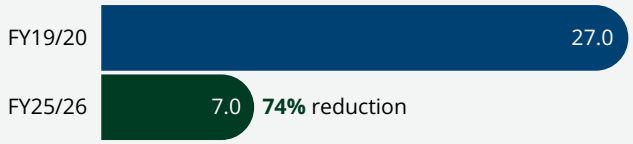


Emissions intensity

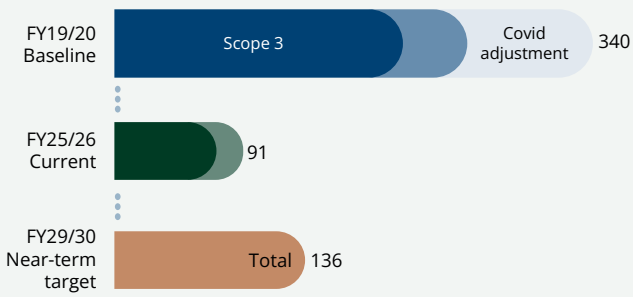
Total emissions per FTE equivalent (tCO_2e)



Project emissions per working day billed (kg $C0_2e$)



Emissions by financial year (tCO_2e)



Sustainability rating

EcoVadis rated Eden McCallum in the top 3% of all management consulting firms globally

Carbon removal

100%

We invested in removing the equivalent of 100% of our scope 1-3 GHG emissions

Percent female partners

67%

female partners

Colleague feedback

88%

of colleagues agree Eden McCallum is an **inclusive place to work**

98%

of colleagues are **proud to be associated** with Eden McCallum

NGO (pro bono) projects

220+

projects

16k+

hours donated

90+

charities

Making conscious choices

Despite current geopolitical and economic headwinds and the scale of sustainability challenges, we believe in leading by example. For us, this means facing into difficult decisions, making conscious choices and directing our efforts and resources to where they will have the most positive impact. Being clear about the deliberate choices we are making to improve social and environmental sustainability enables us to galvanise action across the firm as well as set targets and report on progress.

Over the past year, we decided formally to assess our impact on nature and use that assessment to set out our first Nature Policy. We also decided to expand our carbon reporting to include emissions generated by our colleagues commuting and working from home, which you will see reported in Our Path to Net Zero. And we chose to continue the great work done in previous years.

In terms of environmental sustainability, this includes tracking our GHG emissions and removing the equivalent of 100% of our scope 1-3 emissions by investing in high quality, accredited carbon removal credits. It also means following the Oxford Principles for Net Zero Aligned Carbon Offsetting and gradually increasing the proportion of our investments in more permanent carbon removal projects.

Our efforts in social sustainability centre on our NGO Partnership, targeting mentoring and work opportunities on groups underrepresented in the consulting industry, and volunteering with our office-nominated charities, The Felix Project and perMens.

Delivering our sustainability strategy

Our sustainability strategy is based on three pillars, each supporting and reinforcing our goal of remaining at the forefront of the management consulting sector in terms of improving social and environmental sustainability.

The first pillar is to lead by example, which means setting ambitious goals for what we want to achieve and how we conduct ourselves as a firm. We engage regularly with expert advisers and standard setters, and seek input from colleagues across the firm, to improve continuously.

The second is to amplify our impact through our work with clients and consultants on a range of sustainability issues to drive deeper, faster change.

The third is to use our skills, experience and resources to give back to and support the communities in which we operate through pro bono consulting, volunteering, and fundraising.

1

Leading by example

Remain at the forefront of management consulting firms by setting and achieving ambitious goals

Improve continuously the environmental and social impact of what we do through annual cycles of generating new ideas, benchmarking and setting targets, delivering against those, and tracking and communicating progress

2

Amplifying our impact

Work with our clients and independent consultants to drive deeper, faster change

Support our clients to deliver their sustainability ambitions and capture new business opportunities in sustainability

Engage with our independent consultants to develop their sustainability expertise through sharing knowledge and skills and encouraging them to incorporate sustainability into their work

3

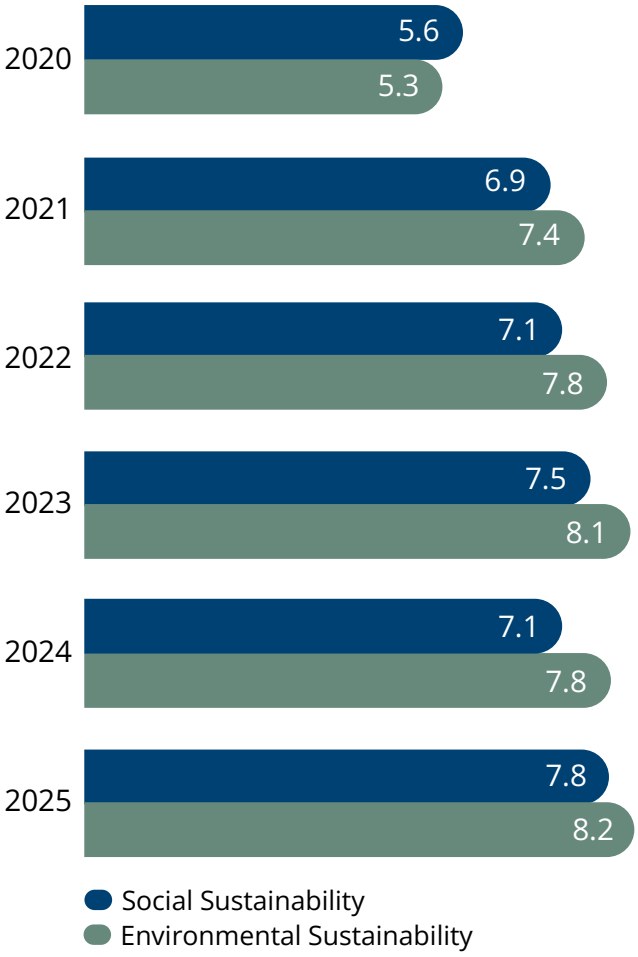
Giving back

Power our NGO partners' frontline programmes by bridging their project needs and our consultants' talent, skills, and dedication

Make a significant direct contribution to our nominated charities through volunteering and fundraising

Engaging colleagues and leading from the top

Q: Overall, on a scale from 0 to 10, how would you rate Eden McCallum's sustainability activities



The firm's sustainability activities are led by our Founding Partner, Liann Eden, and actively supported by the firm's leadership group. We have a well-established process in place to track and share progress throughout the year, and then, on an annual basis, agree the next phase of sustainability initiatives and set new targets. Our best ideas come from a combination of looking externally for inspiration and engaging colleagues across the firm on what more we should do.

To kick off our annual refresh, we review market developments and assess our progress against external benchmarks, such as EcoVadis. We also evaluate the impact of the sustainability initiatives we have delivered over the past year and survey all colleagues about what is most important to them and their ideas for the coming year. With these inputs, we brainstorm what more we want to do in the coming year and conduct a materiality assessment of the ideas generated in order to prioritise them. The proposed plan is then presented to Eden McCallum's leadership team to agree the initiatives and resourcing.

A dedicated cross-functional sustainability working group meets every 6 weeks to provide strategic oversight, make decisions, and monitor progress. We share and reinforce the importance of what we are doing through monthly carbon reporting, regular office updates on sustainability-linked topics, and publishing a sustainability newsletter 6 times a year.

As much as possible, we aim to integrate sustainability initiatives into business as usual. Everyone contributes by embracing and supporting changes in our ways of working and policies that make us more sustainable.

Source: Annual colleague sustainability surveys

Committing to the UN SDGs

Adopted in 2015 as part of the United Nations' Agenda for Sustainable Development, the 17 Sustainable Development Goals (SDGs) are an urgent call for action. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

The aim is to achieve the goals by 2030 – now only a few short years away. Whilst the UN's 2026 progress report points to meaningful gains that have been made across the SDGs, those gains remain uneven and insufficient in the face of serious headwinds - escalating conflicts, slowing global economic growth, climate change, rising debt burdens and declining official development assistance. The priorities it identifies to accelerate action include increased investment, strengthened international cooperation, expanded access to technology and data, a faster energy transition, and greater gender equality. The role of businesses in contributing to these goals has never been more important.

Eden McCallum remains committed to this global framework. We support the intent and ambition of all 17 UN SDGs and strive to contribute to all of them through our work with clients, independent consultants, and our NGO partners. There are 7 goals where we believe our actions can have particular impact, focusing on partnerships and supporting efforts to achieve a healthy environment, thriving society and prosperous economy.



Healthy environment

13 CLIMATE ACTION

Our near term target of reducing scope 1 and 2 emissions by 90% by 2030 has been approved by the Science Based Targets initiative. We have also set a more ambitious internal target of reducing all scope 1-3 emissions by 60% by 2030. Our Net Zero Transition Plan describes how we aim to achieve this, as well as a 90% reduction in all scope 1-3 emissions by 2050

Thriving society

4 QUALITY EDUCATION

We are firm believers in the power of education to improve life chances, social equality and economic prosperity. Over 20% of our pro bono work focuses on improving educational outcomes for young people

5 GENDER EQUALITY

Our commitment to gender equality sits at the heart of our firm. In FY25/26, women made up 67% of our partner group and we are proudly equal on pay

Prosperous economy

8 DECENT WORK AND ECONOMIC GROWTH

20% of our work with charities addresses youth unemployment and supports social enterprise

10 REDUCED INEQUALITIES

We are committed to supporting clients and consultants in achieving a just transition to net zero. Our annual carbon removal investments carefully consider social and economic co-benefits alongside the quality of carbon removal projects

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

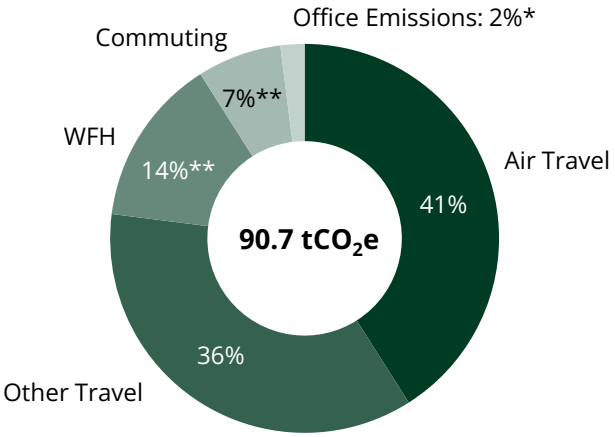
We aim continuously to improve the sustainability of our operations and to continue raising awareness with clients and consultants on the imperative for sustainable consumption and production

Source: The Sustainable Development Goals Report 2026

Our path to net zero

Making our business lower carbon

FY25/26 GHG emissions



In FY25/26, Eden McCallum generated 90.7 tCO_2e of total emissions, representing a 73% reduction achieved over the last 6 years. Our business model is lower carbon than traditional management consulting firms, meaning less travel, less office space, and less waste. Building on that, we make conscious choices to reduce our environmental footprint further.

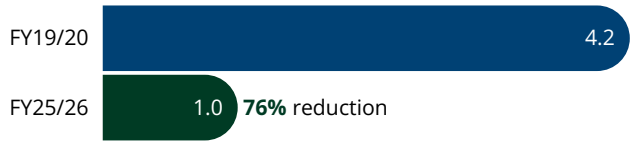
We have adopted a sustainable business travel policy and, at the start of every project, make thoughtful decisions about when and how to travel, as well as who needs to go. In FY25/26, air travel accounted for 41% of our GHG emissions. By comparison, air travel typically accounts for 70-90% of a traditional consulting firm's GHG emissions, driving their much higher GHG emissions intensity.

By working with independent consultants, our business model also significantly reduces the office space needed per consultant and the energy and resources needed to accommodate them.

Across our offices, we have adopted the principles of the waste hierarchy (avoid, reduce, reuse, and recycle) and are committed to sourcing responsibly, as reflected in our sustainable procurement policy and supplier code of conduct. We reduce waste through extensive recycling, donating used office items and sourcing the majority of office furnishings second-hand.

Emissions intensity

Total emissions per FTE equivalent (tCO_2e)***



Project emissions per working day billed (kg $C0_2e$)



* Our leased offices are the sole source of our scope 1 & 2 emissions and we source 100% renewable energy for our offices
** In FY25/26 we added commuting and WFH emissions, which were calculated by surveying all colleagues to understand their home-working frequency, mode of transport to the office, and commute distance; we then applied standardised GHG conversion factors
*** We calculated our FTE based on the number of our permanent employees plus an FTE equivalent derived from the number of project days worked by our independent consultants
Source: Internal data and analysis

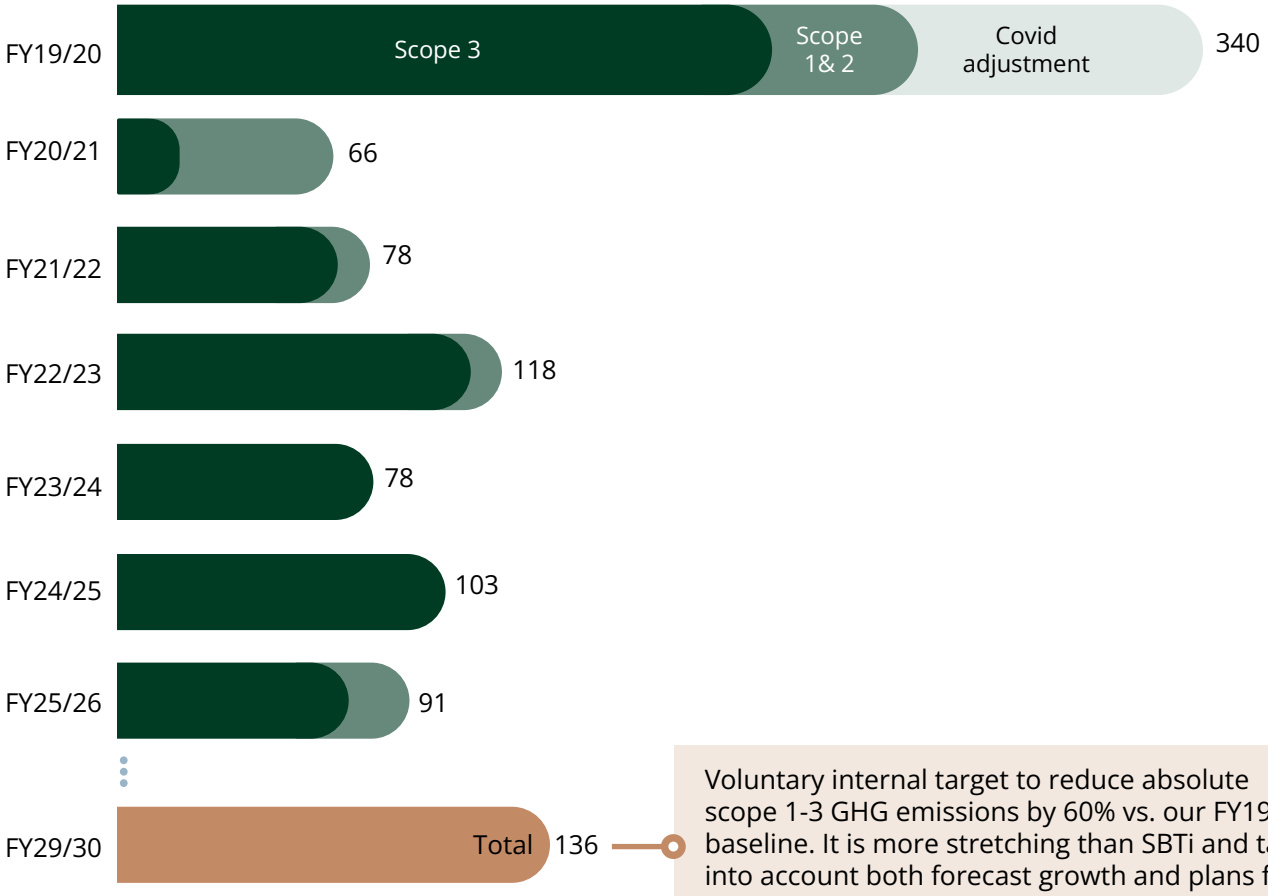
Tracking impact



We continue to follow a 5-step approach to reducing the environmental impact of our firm, a process we first launched in FY19/20 and believe is a key driver of the progress made in reducing our emissions. We also work with leading organisations to support our transition to net zero, including SBTi, EcoVadis, Nature Broking and Carbon Action.

Of particular note in FY25/26, we expanded our carbon tracking and reporting to include emissions generated by commuting and working from home. Our GHG emissions intensity also reduced, enabling us to make continued progress against our 2030 and 2050 SBTi carbon reduction targets.

Emissions by financial year (tCO_2e)

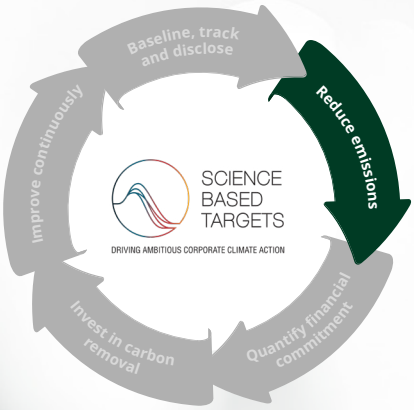


Voluntary internal target to reduce absolute scope 1-3 GHG emissions by 60% vs. our FY19/20 baseline. It is more stretching than SBTi and takes into account both forecast growth and plans for reducing our emissions intensity further



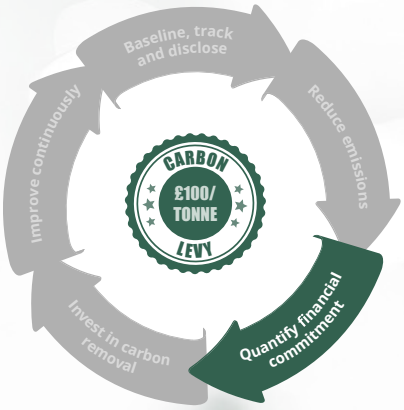
Baseline, track and disclose

For every project, we track the GHG emissions generated by scope, source, and location, capturing them in our proprietary carbon dashboard tool. The results are presented monthly to the firm's leadership team, ensuring thoughtful decisions about travel, encouraging the 'air-to-rail' shift whenever possible, and driving transparency. In FY25/26, our total GHG emissions were 90.7 tCO_2e. They were almost entirely scope 3 and driven by business travel, primarily air travel, followed by hotel stays and ground transportation. Our carbon data and reporting have been audited and externally verified by Carbon Action in accordance with ISO 14064-3 and GHG Protocol standards.



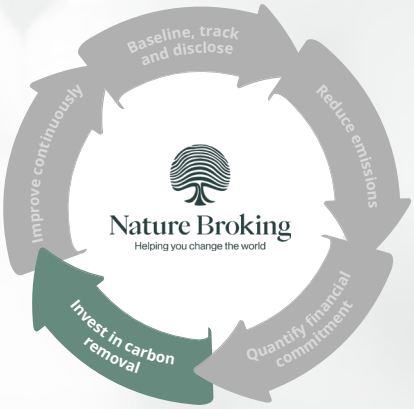
Reduce emissions

Our FY25/26 scope 1 and 2 GHG emissions were minimal (2% of total). We are already well ahead of our FY29/30 and FY49/50 SBTi-approved targets of reducing absolute scope 1 and 2 GHG emissions by 90% compared to our FY19/20 baseline. Our FY25/26 total (scope 1-3) GHG emissions were 73% lower than our baseline year, meaning we have also exceeded our more ambitious voluntary target of reducing our total (scope 1-3) GHG emissions by 60% by FY29/30. Our emissions reduction targets are approved by the SBTi and are aligned to the 1.5°C pathway.



Quantify financial commitment

We have adopted a £100/ tonne CO_2e levy on all the emissions which we and our projects generate. This is a 2-3x higher level and scope of levy than is typical of traditional management consulting firms because it covers all emissions. It is an effective way to ensure that environmental impact is factored into our decision making and to quantify our financial commitment to carbon removal.



Invest in carbon removal

We invest our carbon levy in high quality, accredited nature-based carbon removal credits through specialist carbon removal marketplaces such as Supercritical and Nature Broking. For the last 3 years, we have followed the Oxford Principles for Net Zero Aligned Carbon Offsetting, gradually increasing the proportion of our investments in more permanent carbon removal projects. In FY25/26 we removed the equivalent of 62% of our total emissions by investing in a biochar project and 38% in a regenerative farming initiative. In addition, given that air travel is the largest source of our GHG emissions (41% of our FY25/26 total) and that decarbonisation of transport is key to our net zero transition, we also invested in sustainable aviation fuel (SAF) equivalent to offsetting 10% of all flight emissions for the year.



Improve continuously

We are delighted that in 2026 EcoVadis rated Eden McCallum in the top 3% of all management consulting firms globally for our environmental and social sustainability, earning the firm a Gold rating. To remain leading edge, we engage regularly with expert advisers and standard setters to re-assess and improve our approach to carbon reduction and mitigation. In doing so, we also aspire to amplify our impact by demonstrating the art of the possible to those in our broader network.

Investing in carbon removal

In FY25/26, Eden McCallum removed the equivalent of 100% of our total GHG emissions by investing in two high quality, accredited nature-based carbon removal projects.

We removed the equivalent of 38% of our total emissions by investing in a regenerative farming initiative and 62% by investing in a biochar project.



Regenerative agriculture

Regenerate Outcomes partners with farmers across the UK to transition to regenerative farming. They are the first Verra-accredited regenerative agriculture project developers in the UK. Through their partnership with regenerative agriculture experts Understanding Ag, they mentor farmers to transition to regenerative agriculture, allowing them to adapt the practices to their specific needs rather than be prescriptive with actions which may lead to negative outcomes

Regenerate Outcomes track and measure environmental impacts, comparing current performance against established baselines. By leveraging improvements in key areas – such as soil carbon, water retention, and biodiversity - they help farmers to generate high-integrity carbon credits. Their approach also brings environmental and socio-economic co-benefits of long-term land resilience, sustainable food production, and the strengthening of rural economies

Durability: Medium, 40+ years | **Registry:** Verra | **Country:** UK



Biochar

Dutch organisation Carboneers empowers smallholder farmers by providing investments, advanced technology, and education to transform agricultural biomass waste into biochar. Biochar can lock carbon in a stable, fossil-like form for over 1,000 years

Eden McCallum's investment supports smallholder farmers in Assam and Odisha in India to produce biochar from agricultural waste – such as rice straw, cotton and mustard stalks, corn stover - using soil pit flame curtain pyrolysis. The biochar is mixed with compost or manure and applied to neighbouring fields, a process which also improves soil structure and fertility and leads to more consistent, higher yields

The project demonstrates strong additionality by replacing open-field biomass decay or burning with biochar production in areas previously lacking carbon removal practices. It also delivers the co-benefits of improved soil fertility and health, farmer education and community economic development

Durability: Medium-high, 100+ years | **Registry:** Global Artisan C-Sink | **Country:** India

Being nature positive

Over the past year, we formalised the firm's approach to nature, aiming to be more explicit in ensuring that our impact on nature is considered, measured and minimised, and contributing as much as we can to building a nature-positive future.

As for many professional services firms, our direct impact on nature is small; and Eden McCallum's business model limits the impact still further. As with carbon emissions, whilst we aim for our operations to be as nature-positive as possible, it is by influencing our clients and independent consultants that we can have the most impact.

1

Leading by example

Continue to track and reduce office waste, and improve the accuracy of its measurement

Start to measure water usage, and establish water targets by 2027

Maintain 100% renewable energy across offices

Maintain our commitment that annual carbon offsetting investments include co-benefits for nature

2

Amplifying our impact

Support our clients to enable their own nature-positive strategies

Raise awareness of the importance of corporates' approach to nature through events

3

Giving back

Volunteering for the Felix Project, a UK charity committed to reducing waste and recycling food

Ongoing pro bono advisory support for the nature-positive programmes of our NGO partners The Royal Foundation and Solidaridad

Socially positive ways of working

Making consulting better



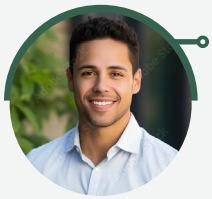
Eden McCallum's projects give me great leverage. When you have a really experienced team – and Eden McCallum is very good at putting the right people together – you make things happen more quickly



The best thing is the ability to stay actively engaged in really interesting issues, working with and learning from great people, and making a difference to them personally or to their organisations. That is hugely satisfying to me



I get my energy from solving the client's problems. In a traditional firm, I would be across 3-4 clients and worried about selling the next piece of work. At Eden McCallum, I get to focus entirely on getting great results for my client



I loved the consulting job, but did not love the way I was doing it anymore. The ability to choose your work is such a game changer. And the ability to have a bit more flexibility. I took all the great elements of the job I had, stripped out the elements I did not like, and all of a sudden, I have the best job



I really appreciate the variety of projects and sectors that I work in. There is also something intrinsically different about choosing a project rather than being staffed on one that brings a real sense of ownership and commitment to the role



I have a more balanced relationship with work now. I have chosen to do this particular piece of work, and when it ends, I have the freedom to do something completely different... It's just a great way to work

Eden McCallum redefined consulting to make it better for clients and consultants. Our business model is socially positive, enabling consultants and experts to do the challenging, interesting work they love, whilst giving them more choice and autonomy over their working lives.

In our biannual consultant surveys, project feedback and interviews, our independent consultants tell us they are significantly more satisfied with their careers than employed consultants. Independent consulting enables them to have what they value most: client impact, intellectual challenge and control. They also find their client work and personal experience are significantly more rewarding than when they were employed.

Being a great place to work

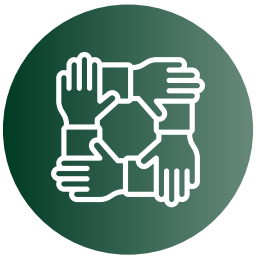
We are committed to ensuring that Eden McCallum is a happy and healthy place to work, where the whole team can thrive in a supportive, collaborative and high-performing environment. We see this reflected in high levels of colleague advocacy.

All colleagues have access to a range of specialised support outside the firm, from training to private physical and mental health services as well as wellbeing resources.

We believe in fair pay for all. Each year we publish Eden McCallum's Gender Pay Gap Report and have pledged to be a London Living Wage employer. We take that commitment seriously and apply it not just to permanent roles, but to all temporary, internship and work experience positions as well.

Annual 360 degree performance reviews provide feedback to everyone and an opportunity to discuss and agree individual learning and development goals.

We also believe in creating opportunities to spend time together beyond work. Each office has dedicated 'Events' teams that regularly organise fun socials, games, challenges, and trips.



88%
of colleagues agree Eden McCallum is an **inclusive place to work**



91%
of colleagues would **recommend Eden McCallum** to a prospective employee



92%
of colleagues agree they are **enjoying their overall experience** at Eden McCallum



95%
of colleagues agree **they feel respected by their colleagues** at Eden McCallum

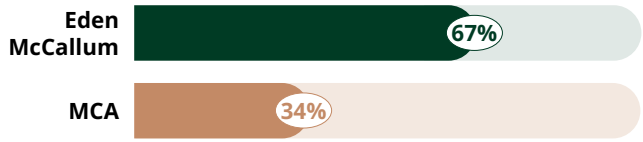


98%
of colleagues are **proud to be associated** with Eden McCallum

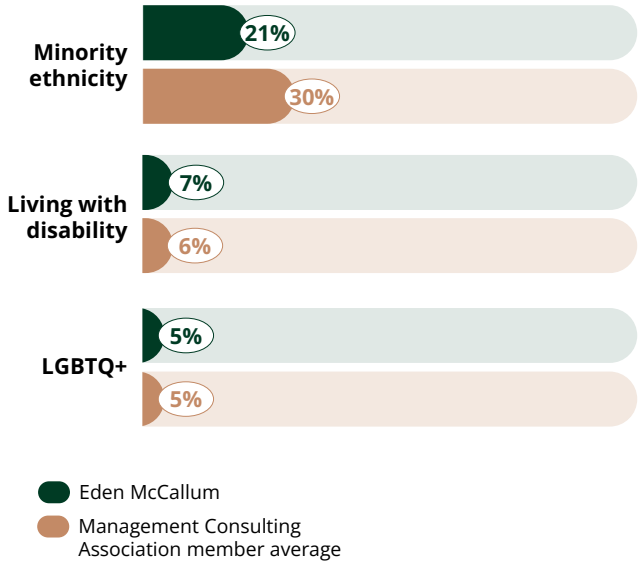
Source: Eden McCallum annual DEI survey (November 2025), Eden McCallum annual colleague survey (December 2025)

Advancing diversity, equity and inclusion

Percent of female partners



Colleagues identifying as...



We believe that increasing the diversity of the firm makes us stronger and drives positive change more widely.

We aim to mirror the diversity of the communities where we operate, and to be more diverse than management consulting industry averages across a range of indicators. In the 2026 Management Consulting Association Annual Report, only 36% of its member firms collected data on a broad set of indicators.

Our work on advancing Diversity, Equity and Inclusion focuses on tracking and reporting internal data, conducting external benchmarking, refreshing our approach to recruitment annually, and expanding training for all colleagues. We are currently developing plans to increase our levels of minority ethnic representation across offices.

Another important choice we have made is to drive greater diversity across the whole management consulting industry by creating opportunities to introduce students from under-represented groups to consulting. Each year, we offer students mentorship and training by means of paid internships with Crankstart and the 10,000 Black Interns programmes. We also mentor and connect young women interested in a career in consulting through our own programme, FEMME. We are delighted to have participants join our Business Analyst Programme from these initiatives.

CRANKSTART

FEMME elevate & motivate

#10000 BLACK INTERNS

Source: Eden McCallum annual DEI survey (November 2025), Management Consulting Association (MCA) Annual Industry Report 2026

Upholding ethics and compliance standards

Eden McCallum is committed to upholding the highest professional standards, adhering to responsible business practices and always acting with the highest integrity. We have zero tolerance for corruption and unethical behaviour.

This stance is integral to how we conduct business at Eden McCallum and uphold the trust placed in us by our clients, consultants and colleagues. It is the foundation of our reputation as a responsible business partner and of our ability to foster an environment that attracts, develops and retains exceptional people.

To foster a firm-wide culture of ethics and integrity and support our colleagues to do what is right, we regularly revisit and update policies to ensure that our standards and expectations are clear. These include our Colleague Code of Conduct, Client and Project Acceptance Policy, Data Security Policy, Sustainable Procurement Policy, and Supplier Code of Conduct. All of these policies are covered in the onboarding of new colleagues and remain easily accessible through our 'Working at Eden McCallum' online portal. Further guidance and training are provided throughout the year.



Amplifying our impact

Working with clients

The second pillar of our Sustainability Strategy is to amplify our impact through engaging with our clients and consultants on sustainability topics.

Many companies are finding tangible commercial value by integrating sustainability into their business strategy, and many more are incorporating it in core decision making, as part of risk management and in response to regulation.

Our work with clients covers market opportunity assessments for new products and services, changing operating models to be more circular, commercialising new technologies, optimising how resources are used, improving the performance of assets, and creating investment cases that consider financial returns as well as environmental and social benefits.

We are proud to have supported numerous clients working across a broad range of sustainability topics, some examples of which are on the following pages (please visit www.edenmccallum.com/services for more information on our work in sustainability).



Market assessment for a biofuels producer

For a European biofuels producer, created an independent view of the dynamics driving this very complex market as context for a significant Board strategy decision. Our team analysed shifts in supply and demand, regulatory drivers and the interaction between FAME, HVO, SAF, bioethanol and other biofuels, in both the voluntary and regulated markets. We analysed producers' cost and margin curve positions, evaluated our client's plant-level performance and benchmarked against competitors. Finally, we looked at the ownership trends for biofuels producers across feedstock players, oil majors, commodity traders and independents, and what was driving them. Insights were then presented and discussed with the Board, along with our view of the implications for their strategic options



New business opportunities in plant-based foods

For a food brand, conducted a landscape mapping of the plant-based market in Europe to identify potential M&A and partnership opportunities. Our team started with a structured scan of the plant-based sector, assessing key trends, competitive dynamics, the value chain and key players for each major category. We then identified and screened c.30 potential targets or partners, evaluating them against criteria including portfolio fit, relevant capabilities, strategic intent, and values alignment. Our team prioritised candidates into a shortlist of high-potential companies and developed detailed profiles to support decision-making, providing a clear view of preferred options



New business opportunities in home improvement

For a leading home improvement retailer, led a discussion at their annual ExCo Strategy Away Day on business opportunities created by the home energy transition. Our client had already made significant investments in the home energy space and wanted to build out a broader home energy efficiency and retrofitting offer. We covered the broader home energy transition landscape, including expected changes to government policy, and engaged the ExCo in discussions about the best opportunities for them over the next 3-5 years, their options to participate, and the implications for their business. The session was anchored by an entrepreneur who had built a business to make residential refits easier and more affordable as well as greener and more sustainable



Value creation plan for reusable transport packaging manufacturer

For a European producer of reusable transport packaging systems, we defined a value creation plan to deliver growth and portfolio diversification. Our team conducted a detailed market assessment, including macro and micro trend analysis, segmentation and competitive benchmarking, with an emphasis on sustainability drivers such as the EU's Packaging and Packaging Waste Regulation (PPWR). The team identified priority segments and recommended refinements to our client's strategic positioning, defining value propositions and growth initiatives across European adjacencies and North America. We then translated growth ambitions into KPIs and a financial plan, and developed an operational roadmap covering commercial setup, production implications and implementation governance to support execution of the strategy



Social sustainability strategy for qualifications awarding body

For an international health, safety and environmental qualifications awarding body, we helped shape their newly launched social purpose programme, which aims to improve standards of worker protection around the world. Our team worked closely with the client to design a clear 5-year strategic plan: articulating their north star ambition, selecting the key geographies to focus on, designing the portfolio approach, go to market strategy, governance framework, and project screening criteria. We also shortlisted potential global and local delivery partners and conducted in-depth market reviews to highlight the areas of greatest potential for impact. The outcome was a focused, actionable plan for execution, with clear next steps and priority markets identified to guide delivery of the organisation's social purpose



Programme management for consortium of network operators and energy providers

For a consortium of network operators and energy providers, we programme managed an initiative to scale up flexible energy consumption to help tackle increasing grid congestion in residential areas resulting from more households charging electric cars and using solar panels to generate energy. Our team worked closely with the programme director and executive sponsors from each of the participating companies to lead workstreams covering B2C, B2B, BESS and geographic solutions. We set up the PMO structure and working rhythm, and ensured each working team was engaged and had the resources it needed. The work led to improved stakeholder management across participating companies, agreement of a more focused and realistic scope and new targets, scaled up pilots, and renewed commitment to drive the most important initiatives



Sustainability operating model in fashion

For a leading global fashion brand, we designed a new Sustainability Target Operating Model (TOM). We mapped our client's end-to-end sustainability ecosystem through workshops and interviews, identifying what was working as well as pain points and inefficiencies. We then agreed the group sustainability function's purpose and design criteria for their future TOM. As input to designing future options, we compared benchmarks from alternative models and brought insight on sustainability trends. We then co-developed their new sustainability operating model to improve accountability, clarify decision rights and ownership, and identify the capabilities required to strengthen delivery of the company's sustainability ambition



Post merger integration for recycling solutions provider

For a designer and manufacturer of large-scale B2B recycling solutions, we supported the post merger integration of a German acquisition. Our work started before Day 1 with planning and establishment of the PMO. Then, throughout the first 100 days, we worked closely with functional workstreams to develop integration plans and begin executing them. Key areas of synergy included the cross-sell of products through our client's distribution network, leveraging the acquired service network to gain entry for our client's digital solutions, and the overall professionalisation of the acquired company's operations and production

Engaging our broader network

Tackling sustainability issues requires experience, strong collaboration and generous sharing of knowledge and learnings.

In 2022, we launched Eden McCallum's Consultant Sustainability Community with the aim of connecting like-minded consultants to share sustainability expertise, insights and frameworks, and to participate in regular roundtable discussions on important sustainability topics. The community now has some 300 consultants subscribed and it continues to grow.

We also continue to drive the conversation through unique knowledge sharing events that bring together our clients, independent consultants and colleagues. This past year, Lord Turner, chairman of the UK's Energy Transitions Commission, joined us for the 7th year running to share his perspective on the progress and challenges in achieving a net zero global economy. We also hosted Euan Blair, Founder of Multiverse, to speak about AI's impact on the workforce, and how organisations are unlocking AI as a capability supercharger and ensuring workers are not left behind.

Finally, we share insights from our multi-year annual surveys of business leaders and consumers, tracking overall levels of engagement with sustainability topics, what they and their organisations are actually doing, and their level of confidence in reaching the sustainability targets set by their organisations and national governments.

Giving back

Supporting our NGO Partnership

Eden McCallum's NGO Partnership aims to help high-impact charitable organisations strengthen their core capabilities, improve the effectiveness of their frontline programmes, and deliver on their mission. Our current active NGO Partners are Chapter Zero, Impetus, The Royal Foundation, and Solidaridad.

Since founding the programme in 2008, we have delivered over 220 pro bono projects and contributed over 16,000 consulting hours to our NGO partners and the organisations and projects they support, addressing both social justice and environmental challenges. Our support spans strategy, organisation design and operational improvement.

Charities value access to pro bono, top tier consulting skills. We are inspired by the positive impact which our consultants and colleagues can have by donating their skills and time for just a few days or weeks. And they in turn value the opportunity to work on challenging projects which drive social and environmental impact, and where success is measured in terms of benefit to lives and landscapes.

Examples of recent NGO projects are on the following page.



220+
projects



90+
charities



16k+
hours donated

Chapter Zero

Impetus

ROYAL FOUNDATION
OF THE DUKE AND DUCHESS OF CAMBRIDGE

Solidaridad



Market mapping

The Royal Foundation is the primary philanthropic vehicle of The Prince and Princess of Wales and is committed to building innovative, collaborative and optimistic solutions that deliver positive impact where it matters most. With a new CEO in place and building on the key pillars of work around early years, homelessness, nature and suicide prevention, the Foundation launched a strategic review and asked Eden McCallum to help with market mapping and a review of comparators. Our consultant worked closely with the Foundation's Leadership Team to conduct analysis, review findings and develop recommendations to support the Foundation's ongoing work.



Building a strategy factpack

Streets of Growth is a harm reduction and employment charity, supported by our NGO Partner Impetus, which works with young people experiencing criminal harm in the London Borough of Tower Hamlets. As part of a strategy review, we worked with the Impetus investment director to build a strategy "factpack", looking across market, demographic and competitor data, and drawing out trends and insights relevant to Streets of Growth. The project findings were invaluable in creating visibility and insight for the charity, as well as identifying additional and alternative data sources which have all fed into subsequent strategic discussions and Streets of Growth's first organisational 3-year strategy



Developing board communications

Chapter Zero equips and inspires non-executive directors to lead on climate from the boardroom, supporting them to embed climate into business strategy. As part of an important new partnership with the Wellcome Trust urging boards to address critical climate-related health issues, we were asked to investigate boards' current focus on the human impact of climate change and identify potential levers for change. We then facilitated a workshop to review the findings and agree where to focus a subsequent membership communications campaign. Over a summer of record-breaking heat waves, our team worked with Chapter Zero NED members, the Wellcome team and market experts to shape a compelling narrative and kick off the development of pragmatic frameworks to encourage boards to take action, fast



Refining pricing

Action Tutoring, a charity supported by our NGO Partner Impetus, has developed a tutoring programme that helps pupils facing disadvantage succeed in school and beat benchmarks for GCSE attainment. Given exciting growth plans, the charity aimed to develop a standardised pricing model to drive sales and improve retention. Our team brought pricing expertise and analytical firepower to help review the market and pricing data, benchmark competitors, and conduct customer interviews. This shaped a new pricing and retention strategy, an enhanced sales process, a more strategic approach to customer relationship management, and refreshed training, communications, and pricing plans. The changes are already embedded, the Board has welcomed the new strategy, and the charity has met its sales targets ahead of schedule

Volunteering and fundraising

We have a long-standing ethos of making a difference in our local communities through volunteering, fundraising and supporting charity initiatives. Not only is it the right thing to do, we know it is central to our colleagues' most valued experiences within the firm.

Colleagues in each of our offices nominate a local charity to support. For the third year in a row, our London office supported The Felix Project, which rescues good, surplus food from supermarkets, wholesalers, farms, and restaurants, and delivers it to front-line charities, primary schools and holiday programmes across London. It is a win-win as disadvantaged children and adults get access to high-quality food, and the waste produced by the food industry is reduced. Throughout the year colleagues have prepared and packaged meals, worked in Felix's warehouse and collected food for donation.

This year our Amsterdam office supported the charity perMens which provides shelter, housing and support for people who, for reasons such as financial difficulties or addiction, are unable to live independently. perMens houses more than 750 people in shelters and supported housing across the Amsterdam region. Our team spent a day at one of its residential locations, which is home to about 60 residents, preparing lunch, building new outdoor furniture, revitalising the vegetable garden and transforming the music room with soundproofing and colourful murals. We were also delighted to host a Halloween pumpkin-carving workshop with the residents.

For over 20 years, Eden McCallum has joined the Cancer Research UK 'Race For Life', a sponsored 5k run to fund life-saving cancer research. It is always a moving evening surrounded by people each with their own story of how cancer has affected their lives.

A huge thank you to our colleagues, clients, independent consultants, friends and family who give generously of their time and money to support these important causes.

Acknowledgements

Making progress on sustainability is a team effort and every single colleague has contributed over the year.

We turn to our colleagues to generate new ideas, expand our knowledge base, embrace changes in how we work, and support our clients and independent consultants to drive faster change.

A core team, drawn from across the firm, has driven much of our work on sustainability in FY25/26 and deserves special thanks:

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Ed Oram
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Hilary Corroon
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Talin Mkrtchyan
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Toby Wright



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