

holloway
consulting

SUSTAINABILITY REPORT 2025



Website: <https://holloway-consulting.co.uk/>

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Acknowledgement

We would like to sincerely thank Dr. Renata Konadu (Certified GRI Sustainability Professional), Dr. Lakshi Doorgakunt (Certified GRI Sustainability Professional), and their student, Rui Xu, all from the University of Southampton Business School (USBS), for their invaluable assistance in preparing this report and for providing expert guidance and technical support throughout its development.

Further Information

For further information about Holloway Consulting sustainability report, please visit our website. Available at: www.holloway-consulting.co.uk

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EXECUTIVE SUMMARY

This report presents Holloway Consulting's first sustainability disclosure, covering the period from 1 January to 31 December 2024. As a purpose-driven SME based in Hampshire, UK, we are proud to prepare our report in accordance with the Global Reporting Initiative (GRI) standards to demonstrate transparency, accountability, and long-term thinking.

Sustainability is embedded in our strategy, operations, and relationships. We work only with clients and partners who align with our values of integrity, fairness, and impact, and we integrate ESG thinking into every project we deliver.

In this first reporting cycle, we prioritised the following material topics: Economic Performance (GRI 201), Market Presence (GRI 202), Diversity and Equal Opportunity (GRI 405), Marketing Integrity (GRI 417), and Customer Privacy (GRI 418).

Our work also contributes to several UN Sustainable Development Goals (SDGs), including Quality Education (SDG 4), Gender Equality (SDG 5), Decent Work and Economic Growth (SDG 8), Reduced Inequalities (SDG 10), Responsible Consumption and Production (SDG 12), and Partnership for the Goals (SDG 17).

Key actions in 2024 include:

- Supported mission-led initiatives such as pro bono support to the Just Finance Foundation
- Reduced our environmental footprint by limiting travel and prioritising renewable energy
- Partnered with the University of Southampton to assess and improve our environmental practices
- Promoting flexible, inclusive work models and gender-balanced leadership
- Maintained compliance with data protection through ICO registration
- Ensured robust financial governance through external accounting oversight

We maintained strong relationships with stakeholders, met all professional and compliance obligations, and recorded no regulatory breaches during the reporting period.

Looking ahead, we are committed to publishing annual GRI-compliant reports, introducing more structured ESG performance metrics, and scaling responsibly without compromising the values that define us.

CEO MESSAGE



I am pleased to share this statement as part of our sustainability journey and our collaboration with the University of Southampton Business School to undertake an impartial and thorough review of our commitment to sustainable practices. Since our establishment in late 2022, we have remained dedicated to operating in a way that is environmentally conscious, ethically sound, and aligned with sustainable business principles. This commitment is embedded in our core values and shapes the decisions we make from the partners we work with to

the clients we serve.

Over the past year, we have had the privilege of collaborating with the sustainability team at the University of Surrey and integrating our core environmental principles into the Marketing Masterclass curriculum for Winmark Global. I am particularly grateful to our clients, partners, and team members whose collective effort has helped embed sustainability into our culture and operations. Our commitment to continuous improvement in sustainable best practices remains stronger than ever.

Why I Embarked on This Journey

My personal commitment to sustainability began over a decade ago, in 2010, when I completed my first IEMA Environmental Awareness course, followed by a qualification in Sustainable Procurement. These experiences laid the foundation for my work as a sustainability advisor at Business Link, where I supported leading brands in aligning environmental responsibility with profitability. That same belief guides us today: that commercial success and sustainability can and must go hand in hand.

I chose to initiate this external review because it is important that the values we express publicly are matched by demonstrable action. Transparency and accountability are key. This process not only reinforces our sustainability credentials but also ensures that our operations live up to the standards we expect of others. At our core, we aspire to be a truly responsible business, one that leads by example and backs words with evidence.

A handwritten signature in black ink, appearing to read 'Ben Holloway'.

Ben Holloway
Founder & CEO

ABOUT US

Who We Are

We are a UK-based transformation consultancy with deep roots in Hampshire and over 20 years of hands-on experience driving strategic change across people, culture, systems, and sustainability. Holloway Consulting was founded to challenge outdated models of growth where short-term profit outweighs long-term impact. Instead, we ask: *How can we create value that respects people and the planet?*

Our founder, Ben Holloway, brings a bold vision to the work we do: one where ethics, accountability, and innovation drive not just outcomes but legacy.

Our Core Values

Our values are more than words. They are active principles that shape how we lead change, measure impact, and create value for every stakeholder.

1. *Do the Right Thing*

We prioritise real partnership. Our clients co-create solutions with us through partnership and shared ownership. We value transparency, empowerment, and shared success.

2. *Innovate Thinking*

We challenge conventional thinking and embrace creative problem-solving to unlock meaningful, measurable, and deliver customer-centric sustainable results.

3. *Equality & Inclusion*

We build inclusive cultures and diverse teams because we know equity is essential to impact. We extend this value to our partnerships and client ecosystems.

4. *Bigger Picture Focus*

Every decision we make considers the long-term. We don't just solve today's problems without consideration of the future.

5. *Sustainable Principles*

From waste reduction to renewable energy and ethical governance, sustainability is woven into how we operate with clients and partners.

6. *All Opinions Matter*

We believe every input matters and have the potential to drive innovation. That's why we elevate voices at every level — unlocking ideas, building unity, and driving collective action.

ABOUT US

What We Do

Our work spans two complementary strengths: sector expertise and tailored high impact solutions to deliver lasting value.

a. Sector Expertise - Our clients operate in complex, high-impact environments where stakeholder trust, operational efficiency, and sustainability are essential. We've supported leading organisations across:

- **Healthcare** – including the NHS, enhancing service delivery and system performance
- **Travel & Tourism** – including P&O Cruises and the Royal Yachting Association, driving responsible growth and customer engagement
- **Consumer Goods (FMCG)** – including Majestic Wine, Mothercare, and Hildon, helping brands innovate while remaining customer- and planet-focused
- **Finance** – including Hitachi Capital and The Investment Association, aligning operations with long-term customer and regulatory demands
- **Public Sector** – including Southampton City Council, navigating cultural and operational change with transparency and accountability
- **Not-for-Profit & Charities** – including Help for Heroes, supporting mission-led scaling and strategic clarity
- **Waste Management** – including Hippo, embedding efficiency and responsible resource practices
- **Education & Culture** – including Sparsholt College and Business Link, enabling impact through learning and inclusion

b. Tailored Solutions- We work closely with clients and partners to co-create strategies that fit their specific goals, values, and constraints. Our customised approach helps organisations:

- Accelerate sustainable business growth with clear roadmaps and value-driven strategies
- Build customer loyalty by aligning offerings with real behavioural insights and needs
- Develop and retain talent through leadership development and culture-building
- Introduce and integrate new technology in ways that empower
- Strengthen organisational culture to enhance trust, cohesion, and productivity
- Improve business performance by refining KPIs and aligning them with purpose
- Streamline processes for greater efficiency and reduced waste
- Innovate products and services to meet evolving expectations — ethically and effectively

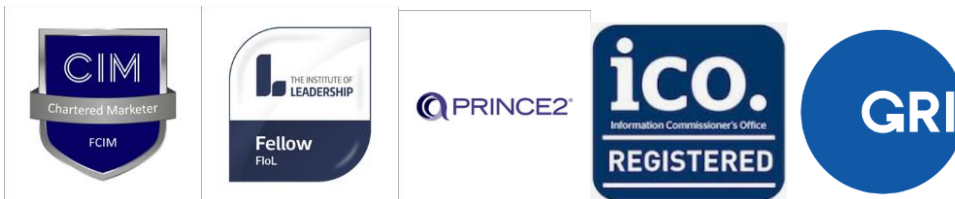
ABOUT US

Our Accreditations:

Our accreditations reflect a deep commitment to disciplined execution, ethical leadership, and continuous innovation. These credentials form the backbone of how we deliver high-value, sustainable transformation.

We are proud to be recognised by leading professional bodies:

- **Chartered Institute of Marketing (CIM)** | Chartered Marketer & Fellow
- **Institute of Leadership** | Accredited Coach & Fellow
- **APMG – PRINCE2®** | Certified in globally recognised Project & Programme Management
- **Information Commissioner's Office (ICO)** | Registered & accredited business
- **Global Reporting Standards (GRI)** | Assessed business



Join Us in Shaping the Future

We believe the most valuable companies of the future are those solving real-world problems today.

We pledge to:

- **Publish annual GRI-compliant sustainability reports** to ensure transparency
- **Invest in the next generation** by mentoring SMEs and students in ethical business leadership and practices.
- **Never compromise our values**, rejecting short-termism in favour of enduring value creation for people, planet, and profit.

SUSTAINABLE DEVELOPMENT FRAMEWORK

Our Sustainability approach is built on strategic pillars that reflect Holloway Consulting's values and areas of greatest impact. Each pillar aligns with global goals specifically the United Nations SDGs and with the GRI topic standards. A full explanation of our material topics and SDG contributions are in the later part of this report from page 20 onwards.

Strategic Pillar	Focus Area	GRI Topics	SDGs
Ethical Growth	Sustainable performance, financial transparency, and market responsibility	GRI 201: Economic performance GRI 202: Market Presence	SDG 8 – Decent Work and Economic Growth SDG 10 – Reduced Inequalities
Inclusive Work and Leadership	Flexible roles, gender balance, and fair access to opportunities	GRI 405: Diversity and Equal Opportunity	SDG 5 – Gender Equality SDG 8 – Decent Work and Economic Growth
Responsible Delivery	Ethical marketing, transparency, and values-led client engagement	GRI 417: Marketing and Labelling	SDG 12: Responsible Consumption and Production
Privacy and Trust	Data Protection, risk management and governance	GRI 418: Customer Privacy	SDG 16 – Peace, Justice and Strong Institutions
Partnerships	Collaboration, education, and social impact partnerships	GRI 404: Training and Education (Though not selected as a material topic, it is essential)	SDG 4 – Quality Education SDG 17 – Partnership for the Goals



ACTIVITIES AND SERVICES

OUR ACTIVITIES

Here at Holloway Consulting, we believe consultancy should do more than advise — it should transform. Our work is grounded in the belief that sustainable value is created when purpose, innovation, and integrity are embedded at the heart of business strategy. We partner with purpose-driven organisations to accelerate change that benefits people, communities, and the planet.

Here are some of the brands we actively support:



As a firm specialising in strategic advisory and knowledge transfer, we focus on sectors where ethical impact is not a choice, but a necessity. We intentionally align with clients whose business models prioritise long-term societal and environmental value. Through our values-based pre-engagement screening, we assess alignment across three critical dimensions: purpose, people, and practices.

We co-create transformation from within through participatory engagements designed to embed change, not just recommend it. From design to delivery, iteration to evaluation, we stay involved to ensure the impact is real, measurable, and enduring.

We specialise in playing a critical role in shaping ethical and sustainable futures.

Our sectoral focus includes:

- **FMCG & Consumer Brands**

Supporting clients such as *Majestic Wine* and *Mothercare* to embed sustainability into innovation, product design, and customer engagement.

ACTIVITIES AND SERVICES

- **Public Sector & Healthcare**

Partnering with the *NHS* and *Southampton City Council* to enhance operational performance, service equity, and system resilience.

- **Not-for-Profits & Social Enterprises**

Enabling organisations like *Help for Heroes* and the *Just Finance Foundation* to scale their social impact.

- **Travel & Tourism**

Collaborating with *P&O Cruises* on responsible growth strategies that align commercial success with environmental stewardship.

Central to our activities is enabling organisations to unlock growth, build resilience and embed sustainable purposes. Our consultancy is built on six integrated service pillars that reflect where transformation is most needed and most powerful. We help our clients unlock new value by putting people, data, and purpose at the heart of change.

Using Data - We use data to help you make smarter, faster, and more sustainable decisions. From uncovering inefficiencies to forecasting customer behaviour, our diagnostic approach reveals the hidden patterns that drive performance and impact.

Helping You Plan - We work with clients to build actionable plans for growth, resilience, and innovation. Whether you're launching new technology, entering a new market, or aligning stakeholders around shared goals, we help you move with clarity and confidence.

How Your Business Runs - We streamline how your business functions by simplifying processes, strengthening governance, and driving productivity. Our approach focuses on what matters most: efficiency, reliability, and readiness for growth.

Developing Your People - We help you retain, engage, and grow talent. From leadership coaching to frontline development, our programmes unlock the skills, mindset, and culture your organisation needs to thrive especially in a changing world.

Customer Excellence - We support you in understanding and serving your customers better. Using behavioural insights, service reviews, and customer journeys, we help you design experiences that drive satisfaction, trust, and long-term loyalty.

Improving Quality and Culture - We work with you to strengthen workplace culture and improve service quality through ethical audits, collaborative problem-solving, and people-first strategies.

OUR PEOPLE AND STAKEHOLDERS

We are a lean, purpose-driven team supported by trusted collaborators who bring deep expertise, sector knowledge, and shared values to every engagement. Though based in Hampshire, our work reflects the highest global sustainability and ethical standards.

As a small and medium-sized enterprise (SME), we take pride in nurturing meaningful relationships, inclusive partnerships, and a workplace culture where every voice is valued. Our approach to employment and collaboration is guided by our core values of fairness, transparency, inclusion, and long-term impact.

We believe that ethical transformation starts from within. That's why we intentionally build a team structure that reflects our commitment to diversity, flexibility, and local economic development.

Core Team

Our core team is led by a blend of experience and emerging talent reflecting a 50:50 gender balance and flexible employment. We operate on a 1.25 FTE basis, allowing us to be agile while maintain consistent quality and responsiveness.



Ben Holloway, Founder (Eastleigh)

With over 20 years of leadership in strategic transformation, Ben guides client engagements, shapes organisational strategy, and ensures every project aligns with our purpose and values.

OUR PEOPLE AND STAKEHOLDERS



Negar Ganji, Environmental Associate (Guildford)

As a part-time sustainability associate and university student, Negar brings a fresh academic perspective to our advisory work, working 10 hours a week. Her focus includes research, environmental monitoring, and contributing to sustainability evaluations across client projects.

**Ben Holloway
(Founder)**

- Male - Age Group 30-40
- Nationality - British

**Negar Ganji (Primary
Associate)**

- Female - Age Group 20-30
- Nationality - Iraqi

OUR PEOPLE AND STAKEHOLDERS

External Network and Freelance Associates

a. External Network

To deliver the depth and flexibility our clients require, Holloway Consulting operates through a hybrid model that combines a dedicated core team with a trusted network of independent associates and specialist suppliers. This model allows us to scale expertise without compromising agility, cost-efficiency, or values alignment.

We are intentional in the way we build and manage partnerships, choosing collaborators who not only bring technical excellence, but who also share our ethical approach to client service, sustainability, and impact.

b. Freelance Associates

Our network includes approximately 10 independent professionals — including architects, sustainability consultants, change and culture specialists, and sector-specific advisors. These individuals are not temporary contractors but trusted collaborators who join our delivery teams on a project-by-project basis.

- **Flexible, Project-Based Engagements**

Each collaboration is uniquely structured around the client's needs. Associates are engaged based on relevance, expertise, and availability, and projects are often co-branded and co-billed.

- **Collaborative Equality**

We view our associates as peers, not subordinates. Roles, responsibilities, and deliverables are clearly defined at the outset, and project revenue is shared fairly based on contribution and value delivered.

- **Values-Aligned Partnerships**

Most of our freelance associates operate their own independent businesses. These are not outsourcing arrangements. They are long-standing, relationship-based collaborations grounded in shared values, mutual respect, and continuous knowledge exchange.

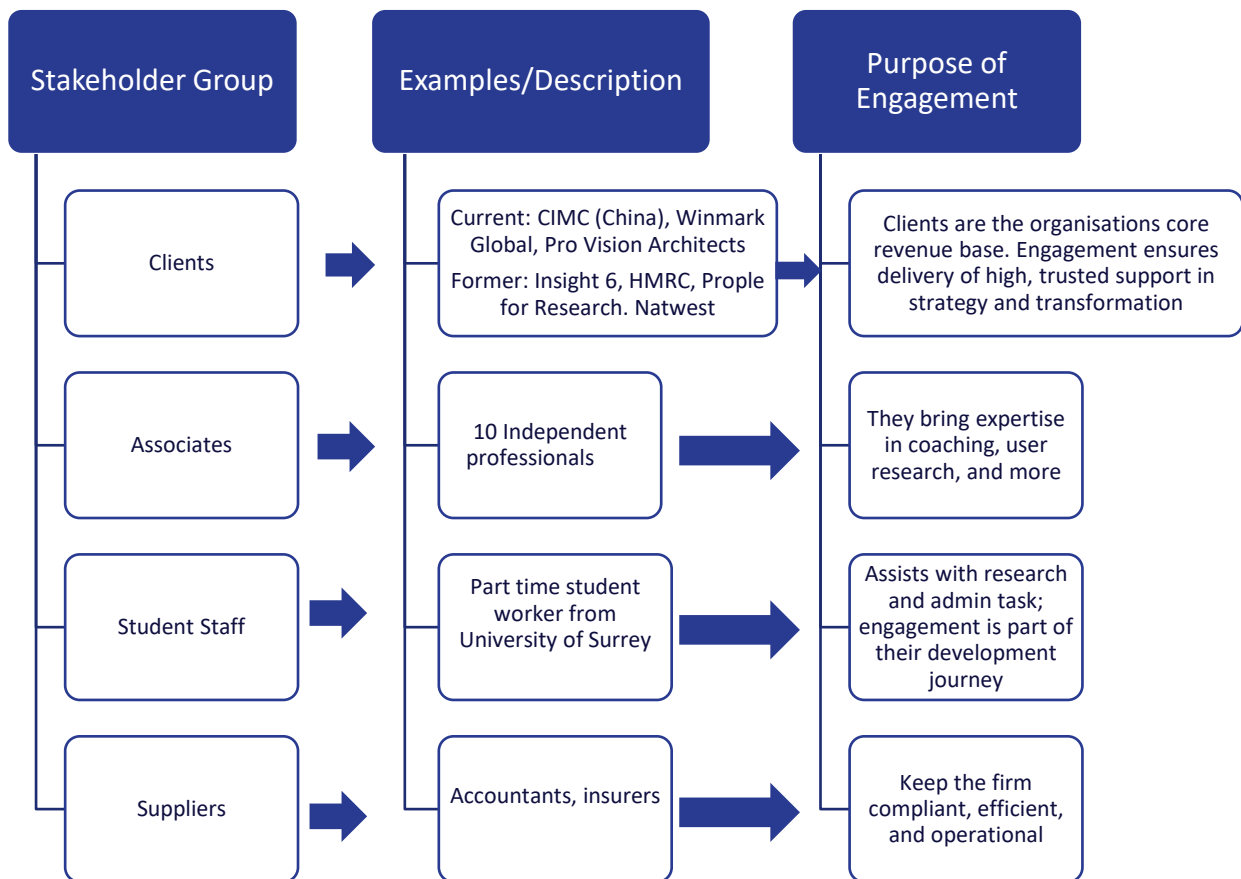
OUR PEOPLE AND STAKEHOLDERS

External Stakeholders

In addition to engaging with our team, associates and collaborators, we also engage with external stakeholders. This is part of how we work, not a separate process. We collaborate closely with a mix of clients, associates, and suppliers, and these relationships shape everything from how projects are scoped to how they are delivered. Stakeholders are identified based on the role they play in our services and the degree to which they influence or are affected by our work.

- a. **Clients** – our clients range from consultancies and central government agencies to user research providers, banks, architectural practices, logistics firms, and education service organisations. They play a central role in shaping the challenges we address and the outcomes we aim to deliver.
- b. **Accountants** - Financial oversight is essential to our business integrity. We partner with a trusted external accounting firm that provides approximately 44 hours of support per year, comprising: Monthly financial oversight (2 hours/month) and Year-end reporting and compliance (20 hours in November).
This reflects an annual investment of £2,000 in independent, high-integrity financial transparency. Beyond routine functions, our accountants serve as an informal external control mechanism, helping to uphold transparency, accuracy, and accountability in our reporting practices.
- c. **Insurers** - We hold a comprehensive insurance policy that includes professional indemnity, public liability, and employers' liability. These policies provide protection in the event of claims linked to our advice, on-site presence, or staff safety. Insurance responsibilities are confirmed on a project-by-project basis, often in collaboration with clients or delivery partners.
- d. **Membership Associations** – We remain connected to wider professional standards through active memberships with established industry bodies. These relationships offer access to current best practices, learning opportunities, and external accountability and assurance.

OUR PEOPLE AND STAKEHOLDERS



How We Engage with Stakeholders

We collaborate with clients and operational partners in real time, creating feedback loops that are continuous, responsive, and grounded in trust.

For instance, clients play an active role throughout every engagement. They help shape project goals, co-develop deliverables, and assess outcomes in partnership with us. Engagement doesn't end after the initial brief but evolves throughout the lifecycle of each project. Adjustments are made on the spot, not deferred until the end. This level of transparency fosters mutual ownership and strengthens results.

We do not rely on formal surveys or end-of-project reviews. Instead, our scale and operating model allow for dynamic responsiveness. When something isn't working, we know quickly, and we adapt. This informal but intentional approach keeps communication honest, projects agile, and relationships strong.

OUR PEOPLE AND STAKEHOLDERS

How Feedback Shapes Our Work

Input from stakeholders is instrumental in both day-to-day delivery and long-term planning. Conversations with clients frequently prompt us to refine service offerings, shift focus to emerging needs or innovate around delivery methods. This kind of engagement has led to meaningful service delivery grounded in what our clients truly need. For example, our Accountants offer practical advice on business structure, financial compliance, and reporting transparency. Their perspective helps maintain strong governance while supporting scalability. Insurers provide insight into risk exposure and mitigation strategies, particularly in relation to contractual liability and site-based activities. Their feedback ensures our protections are robust, relevant, and clearly communicated.

Looking Ahead

As we grow, we remain committed to maintaining the openness and adaptability that define our engagement model. At the same time, we recognise the need to create space for more structured reflection to ensure stakeholder feedback continues to inform strategic decisions, service development, and operational improvement.

Our goal is to listen, to respond, and to grow through relationships grounded in shared purpose and mutual respect.



GOVERNANCE

Governance Structure

Holloway Consulting operates as a sole proprietorship led by Ben Holloway, who serves as the sole director and senior executive. As the highest governance body, Ben retains full responsibility for strategic decisions, sustainability oversight, and operational management. The streamlined structure reflects the organization's scale, with no committees in place. To ensure accountability, we sought from external compliance measures, including registration with the UK Information Commissioner's Office (ICO) as a data processor and submission of Continuing Professional Development (CPD) records to the Chartered Institute of Marketing.

Ben's tenure as the sole decision-maker is indefinite, and he holds no external roles that could compromise impartiality. While formal diversity metrics are not tracked due to the organization's size, a dedicated Purpose-People-Practice framework will be in place to ensure that our collaborators align with sustainability values and are ethical and competent.

Although we do not have a formal nomination process, all collaborators and associates are evaluated using our guiding framework:

- Purpose: Alignment with sustainability and long-term thinking
- People: Character, capability, and collaborative integrity
- Practices: Transparent operations, ethical business models, and shared responsibility

Strategic Management

Ben defines the organisation's mission, values, and sustainability objectives, integrating oversight into daily operations. Key practices include:

- Client Screening: Prospective clients are assessed for alignment with sustainability principles prior to engagement.
- Collaborator Scoping: Clear delineation of roles, risks (e.g., health and safety, insurance), and accountability in joint projects.
- Stakeholder Engagement: Collaborators co-design projects, with shared accountability for deliverables and outcomes.

Conflict of Interest

To mitigate conflicts of interest inherent in his dual role as chair and senior executive, Ben delegates financial oversight to external accountants and avoids dual responsibilities in client-facing processes.

GOVERNANCE

Embedded Collaboration as Governance

Unlike traditional top-down oversight, our governance is participatory and embedded into project delivery:

- On joint projects, partners review each other's input before submission.
- Stakeholders including clients, are actively engaged in co-defining outcomes and responsibilities.
- Risk is managed dynamically, with clear agreements on insurance, on-site duties, and decision authority.

Sustainability Reporting and Impact Oversight

Ben personally oversees the preparation of this sustainability report, in consultation with external advisors and in reference to GRI standards. Though not externally assured at this stage, the report reflects our commitment to accuracy, transparency, and ethical communication.

Performance Monitoring

Rather than annual appraisals frameworks, we operate a real-time feedback model. Team members (such as our part-time associate) copy Ben into ongoing deliverables. Due to clear role separation, any lack of follow-through is immediately visible in project outcomes, improving consistent quality control.

Remuneration Policy

The founder sets his own compensation each year, using UK tax bands, HMRC guidance, and benchmarks from comparable premium consultancies; this yields a modest PAYE salary plus dividends, while most profit is retained for reinvestment. We provide no bonuses, sign-on incentives, or termination payments at present, though a contribution-based framework will be introduced as the firm scales. Freelance associates receive a pre-agreed share of project revenue (typically a 60/40 split) proportional to their delivery effort, with billing schedules negotiated transparently to suit clients and partners. All remuneration decisions are made internally, and no external pay consultants are engaged.

STRATEGIES, POLICIES AND PRACTICES

Commitments

Our strategic direction is guided not just by performance goals, but by principle. We work with clients who share our belief in doing the right thing, thinking long-term, and delivering meaningful impact. Strategy, for us, it's woven into daily decisions: from the work we accept, to how we deliver, to how we govern.

We hold ourselves to a clear standard: to make choices that benefit people, communities, and the environment, while achieving strong, sustainable commercial outcomes. As the business grows, this principle remains central to how we define success.

Embedding Our Commitments

At Holloway Consulting, we operationalise our ethics in the decisions we make, the partnerships we form, and the way we show up every day. Several non-negotiable commitments guide our practice:

- **Fairness and Inclusion**

We support people from all backgrounds to thrive. This is reflected in the collaborators we choose and the partnerships we support such as our backing of the *Just Finance Foundation*, which works to improve financial access and education.

- **Environmental Responsibility**

We actively reduce our environmental footprint by limiting non-essential travel, managing waste responsibly, and prioritising renewable energy wherever possible. Our collaboration with the *University of Southampton* provides independent insights into our environmental performance and helps guide ongoing improvements.

- **Precautionary Thinking**

When a potential engagement could result in social or environmental harm and we lack the leverage to drive change, we walk away. For example, in the past year we declined a project with a major tobacco company, due to marketing practices that conflicted with our ethical standards.

- **Openness and Transparency**

We are clear about roles, responsibilities, and revenue-sharing in all partnerships. Clients retain full ownership of their intellectual property, and where joint delivery occurs, terms are agreed in advance to ensure fairness and accountability.

Handling Issues and Concerns

While no major concerns have been raised to date, we are prepared to respond to issues with speed, transparency, and integrity. Any concerns whether raised by clients, partners, or collaborators are handled directly by the founder. The process is informal but timely and ensures personal accountability.

STRATEGIES, POLICIES AND PRACTICES

When legal, financial, or regulatory advice is required, we consult with trusted advisors, including our accountants, insurers, and professional bodies. We are also registered with the UK Information Commissioner's Office (ICO) and operate in full compliance with national data protection laws.

Compliance Statement

Throughout the reporting period, Holloway Consulting recorded no instances of non-compliance with environmental, social, or economic laws and regulations.

- No fines, penalties, or enforcement actions were issued by regulatory authorities or professional bodies.
- The business remains in good standing with all relevant compliance obligations, including data protection, taxation, and professional standards.



OUR IMPACT

MATERIAL TOPICS

To determine our most relevant sustainability topics, we conducted an internal review grounded in the principles of relevance, influence, and accountability. This process focused on identifying areas where our business has the greatest impact and where stakeholder expectations are most clearly aligned with our operations.

We began by assessing the nature of our core business activities. As a knowledge-transfer consultancy, Holloway Consulting delivers strategic advice, professional services, and tailored reporting rather than manufacturing, logistics, or physical production. As such, our operational footprint is intellectual and service-oriented, rather than material or resource-intensive. The key impact areas emerge from the quality, transparency, and ethical orientation of the services we provide.

We then examined which processes we directly control or meaningfully influence. While we help clients shape strategic direction, we do not currently manage supply chains, source raw materials, or produce emissions associated with physical goods. As a result, GRI topic areas related to supply chain emissions, resource extraction, or end-of-life product disposal were excluded from our scope, as they are not material to our operations.

Our materiality priorities were based on three core criteria:

1. Direct relevance to our business model
2. Ability to influence client outcomes and internal practices
3. Alignment with stakeholder expectations, including ethical standards and transparency

Topics that emerged as most material included:

- Ethical and responsible consulting practices
- Data privacy and protection
- Marketing integrity and client transparency
- Safeguarding intellectual property
- Demonstrating measurable value to clients and society

Stakeholder input particularly from clients and partners including Hampshire-based collaborators, and university partners reinforced the need for clear, values-led advisory services.

Sector-specific considerations further shaped our decisions. As a consulting business, we focus particularly on intangible impacts. A part of this involves fostering sustainability literacy among our clients, ensuring that our recommendations lead to measurable changes, and avoiding practices that mislead or undermine trust.

OUR IMPACT

As a result of this structured process, we selected five key sustainability topics that are most material to Holloway Consulting's operations and external impact:

- Economic Performance (GRI 201)
- Market Presence (GRI 202)
- Diversity and Equal Opportunity (GRI 405)
- Marketing and Labelling (GRI 417)
- Customer Privacy (GRI 418)

Each material topic carries both potential positive and negative impacts for stakeholders, depending on the broader economic and social context. Economic conditions, for example, directly influence how clients implement our advice. When financial pressures mount, clients may prioritize short-term profitability over sustainability initiatives, reducing our guidance's long-term impact. Conversely, proposals that focus on cost-effective sustainability strategies and resilience planning can strengthen client relationships, deepen trust, and foster long-term loyalty, especially during periods of economic uncertainty.



OUR IMPACT

ECONOMIC IMPACT

ECONOMIC PERFORMANCE

Within the first 12 months of engaging with Holloway Consulting, clients typically realise a 40–45% return on their investment, driven by cost savings, new revenue opportunities, or efficiency gains. Over a three-year horizon, this often grows into a threefold multiplier, reflecting deeper cultural shifts and the sustained value of strategic transformation.

For example, a client investing £100,000 may recover £40,000–£45,000 in the first year alone through streamlined processes, optimised resource use, or faster service delivery. Over time, the value often compounds, reaching £300,000 or more by year three as clients adopt leadership practices, customer-focused improvements, and agile business strategies we recommend.

Distribution of Economic Benefits

While each client allocates economic gains differently, the following breakdown illustrates typical reinvestment patterns observed across our engagements:

a. Operating Costs (65%)

The majority of early gains arise from improved efficiency including automation, administrative streamlining, and optimised workflows. These savings are often reinvested in operational upgrades, digital infrastructure, or enhanced service delivery.

b. Employee Wages and Benefits (20%)

Our focus on leadership development and skills-building leads many clients to reward their workforce through higher wages, performance bonuses, or expanded benefits. This helps strengthen employee engagement, reduce turnover, and build long-term capability.

c. Shareholder Returns, Tax Contributions, and Community Investments (15%)

After stabilising operations and supporting staff, many clients allocate remaining gains to dividends, growth capital, or corporate responsibility initiatives including local community partnerships and philanthropy. In several cases, this has included expanded CSR programmes and support for regional initiatives.

Intangible Advantages and Long-Term Sustainability

Beyond financial metrics, we prioritise intangible benefits that support resilience and sustainable growth. These include:

OUR IMPACT

a. Enhanced Reputation

Ethical, customer-centric practices improve brand perception among clients, partners, and potential talent.

b. Stronger Organisational Culture

Skills training and coaching contribute to a culture of ownership, adaptability, and continuous improvement.

c. Adaptive Market Positioning

Clients better anticipate market shifts especially around sustainability and are more equipped to respond strategically.

These intangible gains contribute to more agile, resilient, and socially aware organisations, aligning with our belief that economic value and ethical growth go hand in hand.

Risks and Opportunities

While Holloway Consulting does not handle physical goods or operate supply chains, our clients increasingly face environmental and reputational risks related to sustainability. If they fail to address climate concerns, they risk losing market share which can also affect the long-term value and continuity of our services.

To mitigate this, we integrate simple sustainability checks into our projects including emissions baseline reviews, process efficiency assessments, and client training. This ensures clients remain aligned with regulatory expectations and consumer preferences, while helping us stay relevant and future-fit in a changing market.

Financial Assistance from Government

The company received a single start-up loan at a 4% APR approximately 2% below market rates as its only form of public financial assistance. No grants, subsidies, or other government support have been received to date.

MARKET PRESENCE

As a knowledge-based consultancy headquartered in Hampshire, we are committed to contributing meaningfully to the economic vitality and talent development of our home region. While our projects often span the UK and beyond, we intentionally ground our operations in Hampshire, ensuring that our business practices reflect both regional priorities and social value.

OUR IMPACT

Local Hiring and Fair Compensation

Our senior leadership, including the founder and key associates, are based in Southern England, primarily Hampshire and Surrey. This localised presence strengthens our understanding of the communities we serve and allows us to embed regional insight into our work.

We adopt a value-led approach to employment and collaboration:

- a. **Local first:** Where possible, we prioritise engaging professionals who live and work within Hampshire and surrounding counties.
- b. **Fair and transparent pay:** We ensure that all collaborators whether long-term or part-time are compensated appropriately. For example, although our engagement with the University of Surrey is pro bono, we pay the student associate a rate that reflects her value and encourages professional development. Fair remuneration is not seen as an obligation but as a principle of inclusive participation. We believe that compensation should enable all contributors, regardless of role, to fully engage and grow through their involvement.

Extending Value Beyond Our Organisation

Our market presence is not just about where we work, it's about how our work circulates value. Our local commitment is reflected in:

- Prompt and fair payments to Hampshire-based freelancers and suppliers
- Procurement of services from ethical, regional providers whenever possible
- Community support through low- or no-cost strategic guidance to local initiatives

By anchoring our activities within the region, we foster economic continuity, support local livelihoods, and contribute to a more resilient and dynamic ecosystem.

Our Role in Regional Development

For us, being rooted in Hampshire is more than a matter of geography but rather a deliberate choice. We see our market presence as a lever to support the region's:

- Economic health
- Talent pipeline
- Inclusive and sustainable growth

Through responsible hiring, fair economic participation, and community engagement, we aim to demonstrate that even small firms can make a meaningful, place-based contribution to sustainable development.

OUR IMPACT

SOCIAL IMPACT

DIVERSITY AND EQUAL OPPORTUNITY

We believe that a consultancy's impact must extend beyond commercial value. At Holloway Consulting, our commitment to social responsibility is reflected in how we treat people, present our services, and protect client trust. These principles are central to how we build lasting, ethical relationships with clients, collaborators, and communities.

Diversity and Inclusion

Although we operate as a lean organisation, we maintain a strong focus on diversity, equity, and inclusion. Our structure consists of a sole founder, a part-time associate, and a flexible network of collaborators selected based on skill, integrity, and alignment with our values.

Compensation is fair and role-based, with no discrimination based on age, gender, ethnicity, or background.

Our team reflects lived diversity - our founder identifies as male, our primary associate is female and of Iraqi nationality, and our wider network spans a range of ages and cultural identities.

Student contributors receive market-aligned pay and professional support, ensuring equal opportunity for emerging talent.

We recognise that true inclusion isn't about headcounts—it's about creating pathways for meaningful participation at all levels.

Ethical Communication

We are clear about the services we offer, the value we bring, and the limits of our scope. Our marketing materials are always accurate, honest, and grounded in real client experience. We treat every touchpoint as an opportunity to build trust, not just promote services.

Data Privacy and Confidentiality

Client trust is at the core of our business. We protect all proprietary and sensitive information shared during engagements and operate in full compliance with the UK GDPR, backed by our registration with the Information Commissioner's Office (ICO).

Our data governance practices include:

- Clearly defined access protocols
- Limited data retention
- Open communication about roles and responsibilities regarding data use

OUR IMPACT

Clients retain ownership of their intellectual property, and confidentiality is non-negotiable in all projects.

Role-Based and Fair Compensation

Compensation at Holloway Consulting is determined by role, responsibility, and skill, not demographics. We ensure that individuals performing equivalent work receive equal pay, regardless of gender or background. As a lean team, we are able to monitor and confirm pay equity across all engagements. When responsibilities increase or a contributor demonstrates advanced capabilities, we adjust pay accordingly to reflect their value.

Wages Above National Standards

All paid contributors including our student associate from the University of Surrey receive wages above the UK national living wage. This applies even in part-time or temporary arrangements. We believe fair pay is a baseline for ethical employment, not a reward for seniority.

Creating Opportunities for Growth

While we are a small organisation, we prioritise professional development. Associates are encouraged to expand their skills through hands-on project experience, coaching, and collaboration. For example, our student associate gains both financial compensation and meaningful exposure to strategic consulting in a way that directly complements her academic training.

RESPONSIBLE MARKETING AND LABELLING

We uphold high ethical standards in how we communicate, market, and deliver our services, ensuring clients receive accurate, realistic, and responsible advisory support.

Ethical Marketing and Communication

Our engagement process is built on trust. We ensure transparency and fairness by:

- Clearly defining the scope, limitations, and expected outcomes of each engagement.
- Avoiding exaggerated claims regarding return on investment or potential cost savings.
- Respecting intellectual property, confidentiality, and client data in all materials and proposals.
- Gaining consent before referencing client outcomes or case studies in external communications.

OUR IMPACT

Review and Quality Assurance

While we do not conduct formal product labelling reviews, all deliverables such as strategy reports and workshop materials are internally reviewed to ensure they:

- Meet professional standards of clarity, relevance, and accuracy.
- Provide realistic guidance, with risks and assumptions clearly communicated.
- Support informed client decision-making.

Position on Supply Chain and Sourcing

Our clients are primarily service-based organisations with minimal physical sourcing or production footprints. As such, we do not currently assess environmental or safety labels, nor do we provide supply chain compliance advice in those areas.

Partnerships and Marketing Integrity

We regularly decline engagements where marketing, labour, or operational practices are inconsistent with our values. For example, we have turned down projects where marketing strategies targeted vulnerable populations or involved misleading consumer messaging. This selective approach reinforces our commitment to ethical alignment and long-term trust.

Compliance and Record

To date, we have had no instances of non-compliance with regulations relating to marketing, communications, or client engagement. We maintain a 100% compliance rate in all service-related disclosures and continue to monitor risk through careful client selection and transparent communication.

CUSTOMER PRIVACY

Minimal Data Handling

As a knowledge-transfer consultancy, we handle minimal personal data beyond client contact information and project-related documentation. Most client insights are anonymised or aggregate in nature (e.g., summaries of survey data, general process metrics). We do not typically collect or process individual-level customer data.

- Protecting any confidential business information shared with us
- Complying with basic data protection guidelines
- Ensuring no unauthorized third-party gains access to client materials

OUR IMPACT

No Complaints or Breaches

Since we do not store or manage personal data beyond the basic contact information of our clients, we have had no privacy-related incidents nor substantiated complaints.

We also maintain ICO (Information Commissioner's Office) registration to ensure compliance with data protection laws in the UK.

Internal Protocols

Though our risk is low, we still apply:

- Password-protected file systems for all project documents.
- Clear guidelines on who can access client materials.
- Data minimization, meaning we only keep what is strictly necessary for project needs and do not archive excessive data.



SUSTAINABLE DEVELOPMENT GOALS

Holloway Consulting recognises its potential to meaningfully contribute to global sustainability efforts. Our business model aligns closely with several key Sustainable Development Goals (SDGs). We integrate these goals into both our operations and the consulting support we offer our clients.

SDG 4: Quality Education



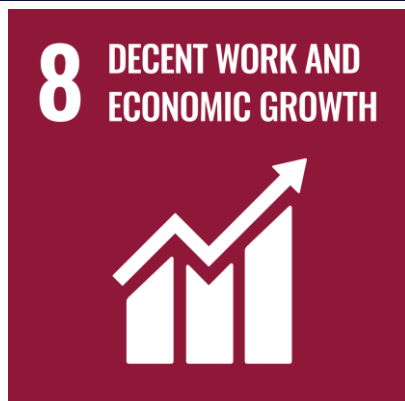
We contribute to quality education by mentoring student associates and offering applied, paid learning experiences. Our founder also contributes to educational institutions through guest lectures and curriculum input, further supporting knowledge-sharing and professional development in the wider community.

SDG 5: Gender Equality



We are committed to promoting gender balance and equitable participation at all levels. Our small team includes a male founder and a female associate of Iraqi origin, reflecting our inclusive hiring approach. All contributors are paid based on role and skill, not demographic factors to ensure equal pay for equal work. Through hands-on project leadership and mentorship, we empower women and underrepresented groups to build skills and advance professionally, in line with SDG 5.

SDG 8: Decent Work and Economic Growth



We hire locally, pay all workers including student associates above the national living wage, and invest in professional development. By helping clients strengthen their leadership, customer orientation, and long-term strategy, we also enable broader economic value creation, fostering decent work principles beyond our own operations.

SUSTAINABLE DEVELOPMENT GOALS

SDG 10: Reduced Inequalities



We work actively to reduce inequalities, both internally and through our client engagements. All team members are paid fairly, regardless of background, and we ensure that student contributors receive compensation that supports meaningful participation. We also selectively engage clients based on shared ethical values and decline projects that conflict with fundamental social justice principles, thereby promoting equitable practices across our network.

SDG 12: Responsible Consumption and Production



Although we are a service-based business without physical supply chains, our advisory work promotes sustainable consumption and production. We help clients improve efficiency, reduce waste, and integrate responsible business practices—from carbon tracking to digital optimisation. Our own operations are intentionally low impact, with minimal travel and no physical production.

SDG 16: Peace, Justice and Strong Institutions



We promote ethical, transparent advisory practices grounded in trust and accountability.

Client confidentiality is protected through strict data governance and ICO registration. We reject projects that conflict with social justice or human dignity. Our governance model ensures clear responsibility and ethical decision-making at all levels.

SUSTAINABLE DEVELOPMENT GOALS

SDG 17: Partnerships for the Goal



Collaboration underpins everything we do. We partner with mission-aligned organisations such as universities, ethical foundations, and professional bodies to co-develop solutions that extend beyond individual projects. Our consulting model is designed to amplify collective knowledge, share accountability, and support broader systems change.

Sustainable Advisory Framework

We embed environmental considerations into our strategic advice by encouraging clients to track and reduce carbon emissions, improve resource efficiency (e.g., through digitisation), and align their marketing and communications with responsible corporate values. This approach helps integrate sustainability into both operations and brand identity.

SUSTAINABLE DEVELOPMENT GOALS



REPORTING PRACTICES

Entities included in the sustainability report

Holloway Consulting Limited is the only entity in this sustainability report.

Defining report content and topic boundary

This report underscores Holloway Consulting's commitment to ethical, client-centric impact through material topics aligned with our role as a knowledge-driven consultancy. We prioritise Economic Performance (GRI 201), Market Presence (GRI 202), Diversity & Equal Opportunity (GRI 405), Marketing Integrity (GRI 417), and Customer Privacy (GRI 418), reflecting our focus on delivering measurable value, fostering equitable practices, and upholding transparency. These topics were selected through stakeholder dialogue and internal analysis, emphasizing priorities such as local economic contributions, fair compensation, and ethical client engagements. Boundaries are confined to Holloway Consulting Limited, with geographic emphasis on Hampshire (UK), where 100% of operations occur. Topics unrelated to our advisory services, such as supply chain logistics or raw material impacts are excluded, as they fall outside our scope. Our strategies integrate long-term sustainability, including client climate resilience assessments and reinvestment of profits into local partnerships. This document provides a rigorous, impartial review of our 2024 activities, grounded in GRI Standards, and signals our intent to expand future reporting to include indirect environmental outcomes from client projects.

List of material topics

We have reported on two material topics, focusing on Economic and Social impacts, specifically covering:

GRI 201 – Economic Performance,
GRI 202 – Market Presence,
GRI 405 – Diversity and Equal Opportunity,
GRI 417 – Marketing and Labelling,
GRI 418 – Customer Privacy.

Restatement of information

Not applicable.

Changes in reporting

This is the first sustainability report to be prepared by Holloway Consulting

Reporting period

1st January 2024 - 31st December 2024.

REPORTING PRACTICES

Reasons for omissions

Disclosure 2-10 has been omitted as it is not applicable to single owner micro entity.

Disclosure 2-10 has been omitted as meaningful ratio not possible for one person entity.

Disclosure 2-30 has been omitted as no employees are under collective agreements.

Disclosure 201-3 has been omitted as no retirement plans or defined benefit obligations exist.

Date of the most recent report

This is the first report to be prepared by Holloway Consulting.

Reporting cycle

Annually

Statement of use

Holloway Consulting has reported in accordance with the GRI Standards for the period 1st January 2024 - 31st December 2024.

External Assurance

The contents in this report have not been externally verified and assured.

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