



IMPACT REPORT

Jan 21 - Dec 21

ESG IMPACT REPORT – 2021 SUMMARY

We are delighted to welcome you to Ipsum’s third consecutive annual Environment, Social, and Corporate Governance (ESG) report.

Welcome

About Us	6
New Times, Enhanced Targets	7
The United Nations Sustainable Development Goals	8

Our Greener Future

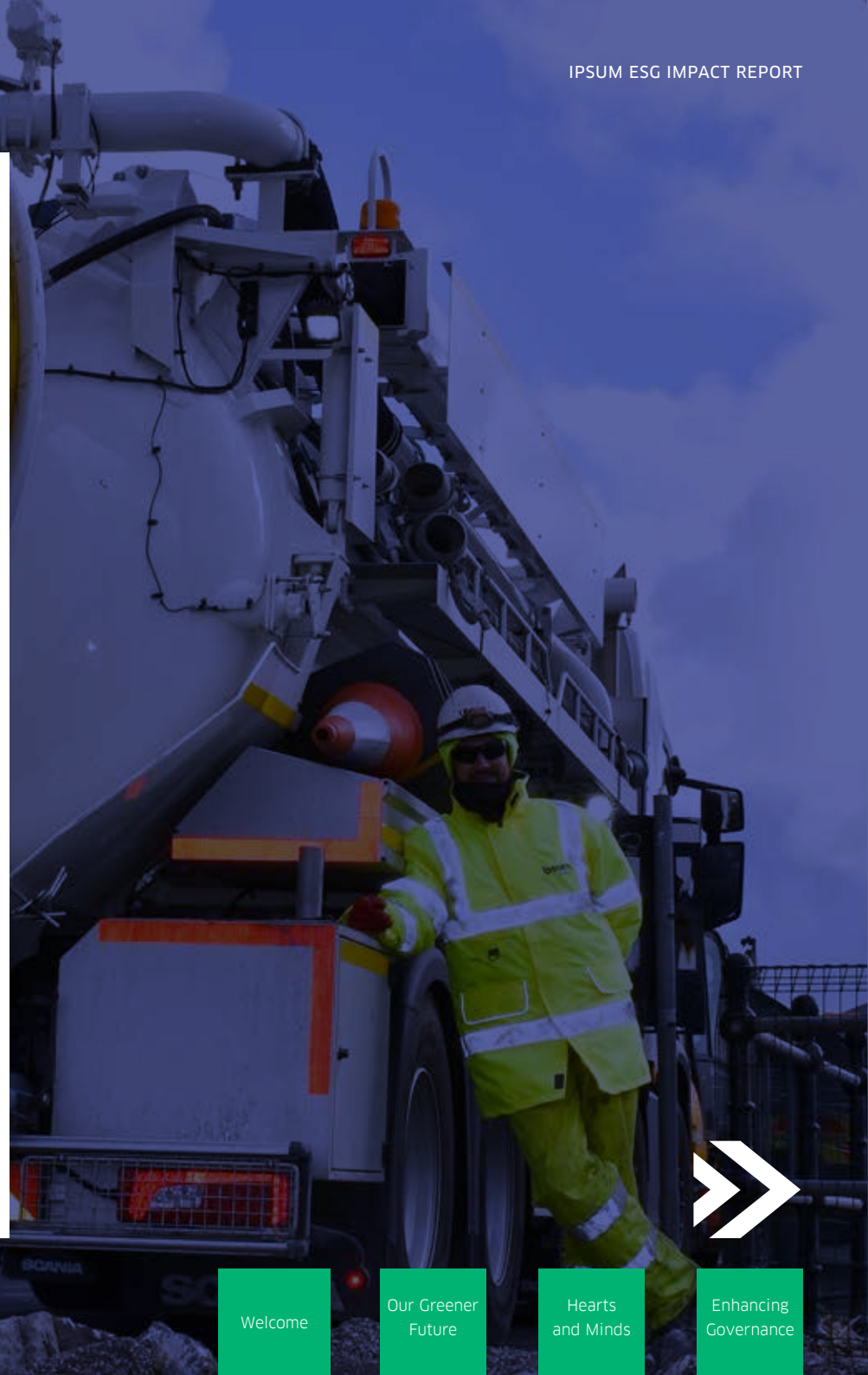
Managing Our Carbon Footprint	10
Boosting Energy Awareness	11
A New Chapter for Waste	12
Protecting Our Water	14
Transport: Shifting Gears	15
Embracing Biodiversity	17

Hearts and Minds

Our Team	18
Our New Era of Knowledge	21
Staying Healthy, Staying Well	25
Health and Safety	27
DE&I: Celebrating Our Differences	28
Suppliers: Together, We are Stronger	29
Customers: Staying One Step Ahead	30
Our Spirit of Community	31

Enhancing Governance Accessibility and Transparency

Home of ESG	33
Building Digital Excellence	34
Our Depots	36





THE IPSUM WAY

Our unique customer service principle, The Ipsum Way, allows our people to always think and operate with the customer in mind. Ipsum is passionate about its service expectations across all areas of the business to ensure safety and customer service are at the heart of everything we do. We know that workplace culture underpins truly outstanding business outcomes and success, which is what every Ipsum employee is focused on delivering.

OUR SECTORS & CUSTOMERS

- UTILITIES
- INDUSTRIAL
- TELECOMS
- DEFENCE
- ENERGY
- MANUFACTURING
- TECHNOLOGY
- PRODUCTION
- CONSTRUCTION
- COMMERCIAL
- RETAIL
- HEALTHCARE
- FOOD & BEVERAGE
- EDUCATION
- TRANSPORT
- DISTRIBUTION
- AVIATION
- NUCLEAR
- PETROCHEM



OUR CUSTOMERS



Electrical Infrastructure: LV & HV Network Maintenance, Upgrade and Installation Services

Ipsum has a long-standing relationship with the MoD's key service partners where we deliver integrated HV & LV infrastructure maintenance and upgrade services across their iconic national estate. From critical airbases and distribution centres, to training facilities and barracks, we deliver responsive solutions through an experienced, security-cleared division. With rapid response to homeland and global defence at the top of the MoD's priorities, meticulous operational planning is critical to ensuring our works, at no point, interfere with day-to-day site operations.



Wastewater Network Management: Technical Consultancy & Digital Application Services

Ipsum has been working closely with Severn Trent Water to bring their wastewater infrastructure management procedures into the digital age. The introduction of our in-house designed asset management technology has allowed Severn Trent to adopt a systems thinking approach across their sewer network, driving asset optimisation and efficiency across their regional infrastructure. With this accurate asset data at their fingertips, Severn Trent can drive cost savings throughout their network development plans and enhance field operator productivity.



Electrical Infrastructure: LV & HV Network Maintenance, Upgrade and Consultancy Services

Ipsum has been the trusted partner of Sheffield Forgemaster's for over a decade, delivering a range specialist HV & LV maintenance and upgrade services across their above and below ground network. In addition to complete turnkey projects for major asset installations, such as switchgears, transformers and bespoke steel casting and forging machines, our specialist service provisions also include deep-rooted consultancy and energy monitoring services, allowing Forgemasters to address their network upgrade requirements ahead of annual capex and opex budget setting.



Telecoms Infrastructure Support: Desilting, Tree Cutting and Scaffolding Services

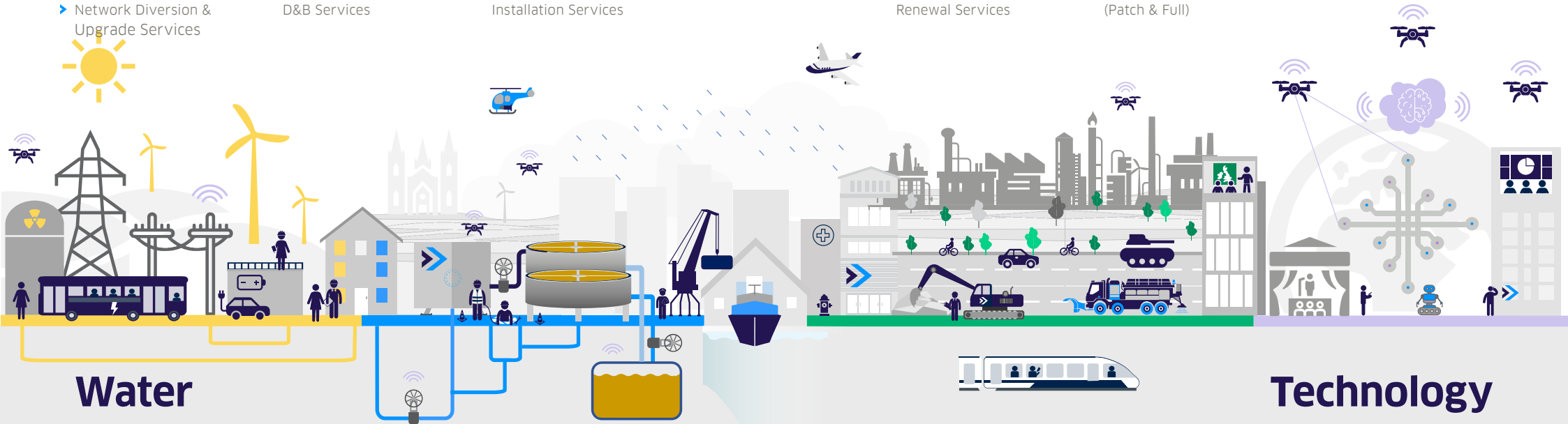
With a relationship spanning over 20-years, Ipsum are the single-source provider of critical infrastructure support services for BT Openreach, delivering integrated desilting, tree cutting, vegetation management and scaffolding services. Working with Britain's principal Telecoms provider invites several challenges, none more so that delivering a high volume of planned and reactive services throughout the UK. Thankfully, Ipsum's national service capability allows us to respond quickly to all planned and reactive requests, helping to keep Britain connected.

Power

- ▶ LV / HV / EHV Network Maintenance Services
- ▶ LV / HV / EHV Asset Maintenance (PPM)
- ▶ LV / HV / EHV Jointing Services
- ▶ Whole Life Costing Transformer Replacements
- ▶ Network Diversion & Upgrade Services
- ▶ Overhead Line Infrastructure
- ▶ Substation Build & Refurbishment Works
- ▶ Switchgear Upgrade & Installation
- ▶ Battery, Solar (PV) Installations
- ▶ New Connection D&B Services
- ▶ ICP Connections & Major Projects
- ▶ Network Survey & Monitoring Services
- ▶ Network & Cable System Design
- ▶ Energy Efficiency Surveys & Reporting
- ▶ Network Testing & Installation Services

Infrastructure

- ▶ Telecoms Infrastructure Maintenance & Support
- ▶ Grounds Maintenance & Landscaping
- ▶ Winter Gritting & Snow Clearance
- ▶ Site Clearance & Vegetation Management
- ▶ Highway & Tarmac Renewal Services
- ▶ Critical Infrastructure Reinforcement
- ▶ Flood Prevention & Network Risk Analysis
- ▶ High Pressure Water Jetting and Vacuumation
- ▶ Drainage CCTV Surveys & Inspections
- ▶ Pipeline CIPP Lining (Patch & Full)
- ▶ Planned & Reactive Asset Maintenance
- ▶ Site Survey & Asset Monitoring
- ▶ Fire Hydrant Testing Services
- ▶ Contaminated Waste Removal & Disposal
- ▶ Rainwater Harvesting



Water

- ▶ High Pressure Water Jetting and Vacuumation
- ▶ Drainage CCTV Surveys & Inspections
- ▶ Pipeline CIPP Lining (Patch & Full)
- ▶ Manhole Surveys & Repairs
- ▶ Pipeline Upgrade & Rehabilitation
- ▶ Septic Tank Emptying & Cleansing
- ▶ Wet Well and Pump Station Maintenance
- ▶ Roof & Gutter Cleaning & Maintenance
- ▶ 24/7 Emergency Call-Out Services
- ▶ Wastewater Network Mapping & Digitalisation
- ▶ Flood Prevention & Network Risk Analysis
- ▶ Site Clearance & Vegetation Management

Technology

- ▶ Smart Tags - Digital Asset Tagging
- ▶ AIMS - Digital Asset Management System
- ▶ Asset Monitoring & Data Collection
- ▶ Asset / Network Mapping & Digitalisation
- ▶ Sewer Viewer - Pipeline Surveys & Mapping
- ▶ Asset Condition Thermal Mapping
- ▶ 3D Laser Scanning (Aerial & Underground)
- ▶ Asset Digital Twin Generation
- ▶ Drones - Asset Condition Surveys
- ▶ Drones - Aerial Site Surveys & Inspections
- ▶ Data-Driven Quality Control Consultancy
- ▶ Dynamic Network Management

WELCOME

ABOUT US

OUR SPECIALIST SERVICES



POWER



WATER



INFRASTRUCTURE



TECHNOLOGY

We provide dynamic solutions for our customers, even for issues they are not yet aware of.

OUR VALUES DEFINE US

Our people live and breathe our values. It is what makes us the UK's customer service leader in specialist utility and infrastructure services, with safety at the heart of everything we do. We work across the UK's regulated water and energy companies and private sector businesses to maintain, optimise, and develop our customers' above and below ground critical assets. Ipsum's strategic planning, meticulous approach, and decades of industry knowledge enables us to find the best-fit solution for even the most complex of challenges – ensuring a 'right first time' outcome. With Ipsum's smart systems and innovative ways of working, we ensure we deliver resilience, efficiency, and safety – on time and on budget.



- 17 depots
- Over 2,000+ customers nationwide
- 100+ years of sector experience
- Complete end-to-end turnkey projects
- Installation and maintenance of some of the UK's most critical networks



Ipsum's core value pillars of Safety, Service and Specialist underpin the way we think and the way we operate across private and public networks with our own people, with our clients and within society.

➤ Safety

Uncompromising in our commitment to drive outstanding Health, Safety, and Environmental performance



2117



9474-EMS-001

➤ Service

We are committed to delivering outstanding customer service on every job, every day



9474-QMS-001



9474-OHS-001



➤ Specialist

Constant desire to truly add value, improvement, and innovation to our customers through our domain knowledge and experience



Welcome

Our Greener Future

Hearts and Minds

Enhancing Governance



NEW TIMES, ENHANCED TARGETS

SUSAN SHARDLOW
Chief Financial Officer
and ESG Chair

'Raising the Bar' is an integral part of our ethos and our journey to excel in ESG is no different. We are very proud to release our third annual ESG report and Ipsum's appetite for ESG has emerged stronger and more creative than ever – a testament to our incredible employees and broader community of stakeholders.

We have continued to consolidate our back-office, group support functions and processes during 2021 to further improve our efficiency and drive growth. Ultimately, centralising our operations means we can keep offering our customers and our other stakeholders the highest quality service, while meeting all our ESG goals.

It is a tall order, but we are used to thriving amid challenges. For one, providing utility services is not a 9am to 5pm business. Ipsum's customers do not switch off their networks or assets at night, weekends, or for their holidays. This means we provide services of all types on a 24/7 basis; from specialist scheduled maintenance services to real-time responses to individual call outs to mobilising major upgrade projects. We do it all.

I believe that the expertise and appetite for innovation that the team demonstrate every day to meet these demands are the same characteristics that will keep bringing Ipsum's ESG journey to fruition in 2022 and beyond. The world is realising that we must proactively take control of our futures and that we cannot act as if we have the resources of several planets.

Strengthening Ipsum's ESG outlook is not an overnight effort; we will continue to work on it every day. Detailing goals on a page is one thing, but realising those objectives in a fast-paced and real-world environment is very different. I am delighted that we are already making many inroads, which you will see throughout this report. As we look ahead with great optimism, we welcome you to join us for the next exciting chapter of our ESG journey.

“The world is realising that we must proactively take control of our futures and that we cannot act as if we have the resources of several planets.”

THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



We have selected 5 UN Sustainable Development Goals to work towards. We aspire to use our position in society to be a force for good, helping to create better outcomes for million of people every day by contributing to the delivery of the UN's Development Goals.



“We are delighted to have made a strong and focused start on our ESG journey – a path many businesses are embracing across the globe. We are proudly releasing our third annual ESG report that reflects our ambitions and dedication to this crucial endeavour. Every year, Ipsum’s team and broader stakeholder community work harder than ever to embed ESG principles into our day-to-day decisions and 2021 was no different. I am heartened by the progress we collectively achieved in 2021 and I am excited by the new challenges that lay ahead. As a united team, I am wholly confident that we can deliver on Ipsum’s ESG goals in 2022 – an experience I look forward to sharing in our next report.”

PENNY CLAY
Group Environmental & Sustainability Manager



OUR GREENER FUTURE



Protecting our planet is non-negotiable. Environmental strain across the UK and around the globe is mounting fast and we must respond with creativity, stewardship, and determination. The Intergovernmental Panel for Climate Change (IPCC) is advising governments around the world on what needs to be done to halt climate change. Many have set Net Zero targets for 2050 in a bid to limit global temperature increases to below 1.5°C from pre-industrialisation levels. Every organisation has a responsibility to support the transition to Net Zero. To keep global temperatures below 1.5°C, we must act quickly to reduce our greenhouse gas (GHG) emissions and ensure that ongoing emissions are balanced by removals. Focusing on how to create new ideas, boost efficiencies and drive additional value is pivotal to Ipsum's support of the world's increasingly comprehensive green agenda.

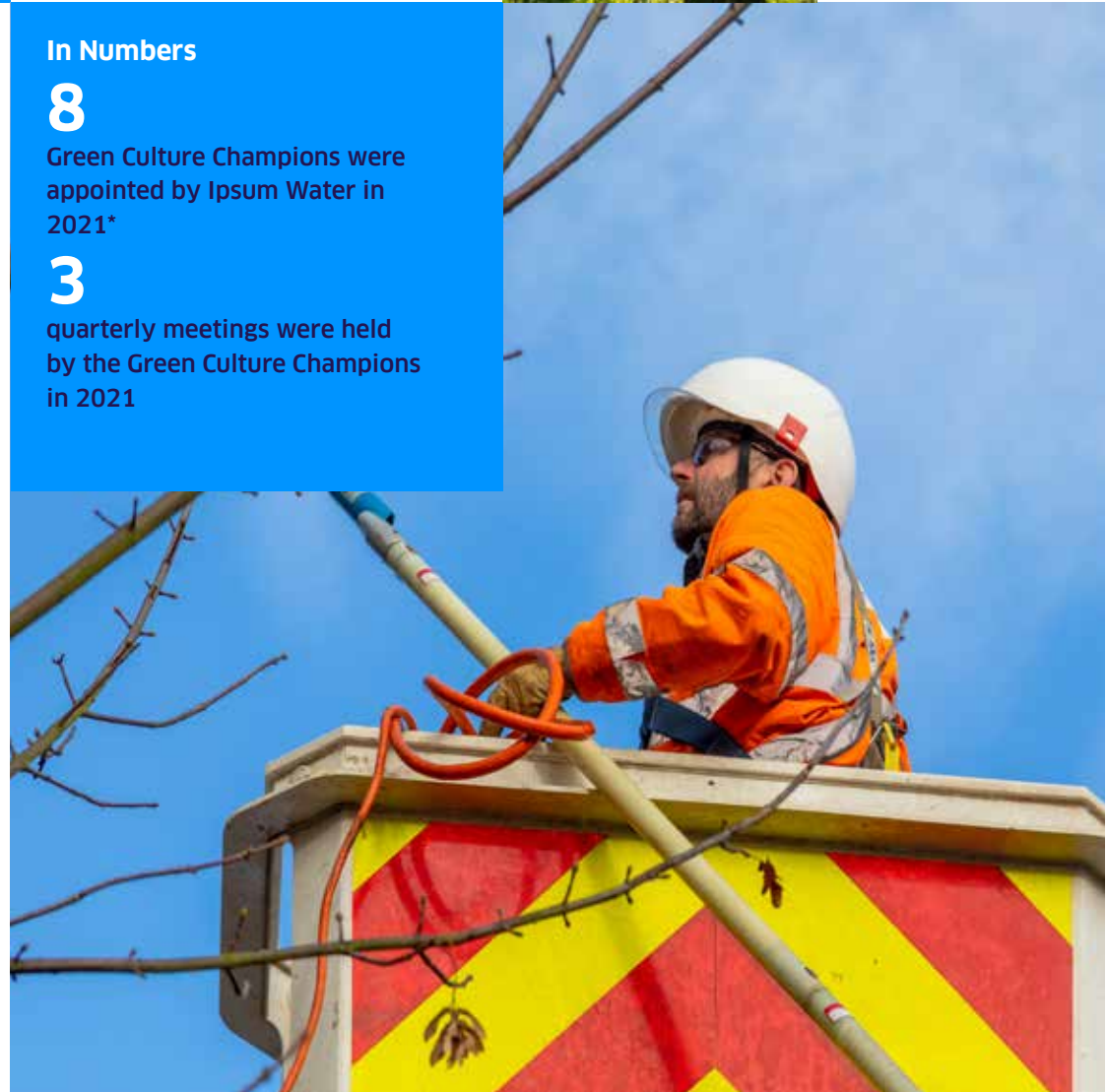
Accordingly, Ipsum seeks new ways of working with its people, supply chain, and customers to develop low carbon/no carbon green solutions and align joint goals. For example, we carry out Environmental Risk Assessments onsite where there is a risk posed to the environment. Secondly, all our head primary offices carried out an aspect and impact assessment, which considers residual risks and control measures that could be put in place. Throughout the course of 2022, aspect and impact registers will be completed for every Ipsum depot. Of course, this is just part of the many efforts detailed throughout this report. Ultimately, Ipsum believes a holistic approach to increase green energy is paramount to helping underpin the UK's target to reach Net Zero by 2050. Together, we are stronger.

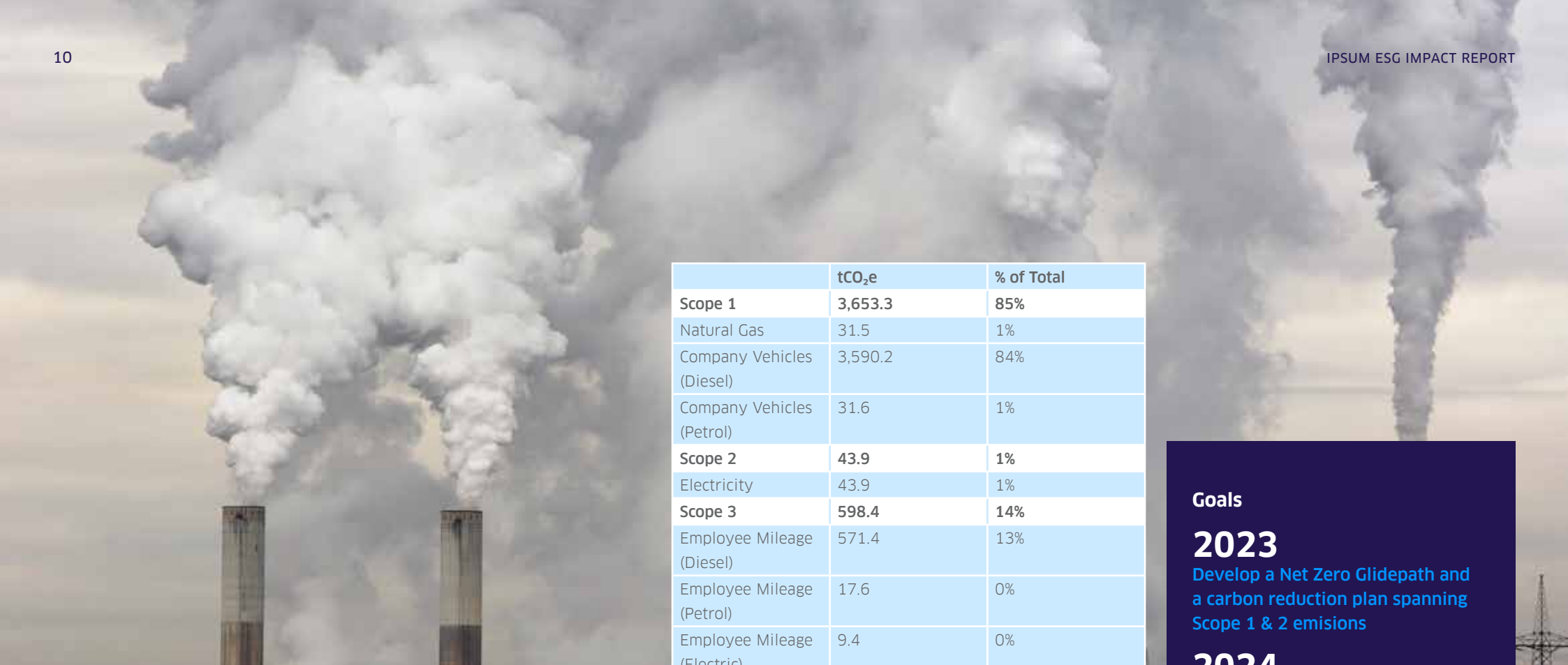
*A Green Culture Champion is an individual who is passionate about identifying and leading positive changes in an organisation as it embarks / continues on its journey to sustainability.

In Numbers

8
Green Culture Champions were appointed by Ipsum Water in 2021*

3
quarterly meetings were held by the Green Culture Champions in 2021





MANAGING OUR CARBON FOOTPRINT



Our carbon footprint is a quantifiable performance indicator in Ipsum's ESG journey – one we take very seriously. To calculate our carbon footprint, we include all emissions for which we are financially responsible, which comprises of Scope 1, 2, and partial Scope 3 emissions. Ipsum is focusing on carbon emissions across two different scopes: the carbon emissions that come from our gas usage and the vehicle fleet, and carbon emitted from electricity usage in our office and depot buildings.

	tCO ₂ e	% of Total
Scope 1	3,653.3	85%
Natural Gas	31.5	1%
Company Vehicles (Diesel)	3,590.2	84%
Company Vehicles (Petrol)	31.6	1%
Scope 2	43.9	1%
Electricity	43.9	1%
Scope 3	598.4	14%
Employee Mileage (Diesel)	571.4	13%
Employee Mileage (Petrol)	17.6	0%
Employee Mileage (Electric)	9.4	0%
Gross Emissions	4,295.6	100%
Less Renewable Electricity	(19.7)	(0%)
Net Emissions	4,275.9	100%

While we are pleased with the progress we have made so far, we want to further challenge our ambitions. We will look to gather informed data to calculate a comprehensive carbon footprint, including all material in Scope 3 categories, in addition to Scopes 1 and 2. We can then implement a carbon reduction plan for each Scope and category, setting a Net Zero target and annual targets to hit this.

Goals

2023

Develop a Net Zero Glidepath and a carbon reduction plan spanning Scope 1 & 2 emissions

2024

Establish a system to enable regular, informed data collection (using 2021 baseline data)

2025

Develop a Net Zero Glidepath and a carbon reduction plan spanning Scope 3 emissions

2026

Issue a Climate Risk Transition plan

BOOSTING ENERGY AWARENESS



We are always looking at new smarter and innovative ways to support the UK's goal to hit Net Zero by 2050. In 2020, we appointed an external specialist energy broker to align the expiry dates of our contracts and to ensure all Ipsum's future electricity contracts are from 100% renewable sources. The transition to renewable electricity has already resulted in a reduction of nearly 20 tonnes of carbon dioxide equivalent (tCO₂e). Whilst procuring only renewable energy is an important step in our Net Zero journey, Ipsum is equally focused on reducing energy consumption to further drive down CO₂ emissions.

Posting progress

All of Ipsum's operational depots use renewable energy resources, accounting for 45% of our electricity usage. We are embarking on a journey to generate our own energy supply and we started this new approach through the installation of solar panels on a range of our water teams' vehicles. This resulted in significant vehicle idling time and generator fuel consumption reductions. Plus, Ipsum has replaced as many lights with LEDs as possible to reduce energy consumption, as well as distributing 'Switch Off' signs around our sites to remind team members and other stakeholders to use electricity responsibly. We are also using our internal newsletters, Ipsumsummary, and toolbox talks to raise awareness of energy-related issues, such as promoting Clean Air Day.

Energy Consumption	kWh	tCO ₂ e
Electricity	206,560.01	43.9
Gas	172,143.00	31.5
Total	378,703.01	75.4

*Key performance indicators (KPIs)

Goals

2022

- Appoint a company-wide Green Champion
- Launch an internal communications campaign

2023

- Appoint two Green Champions
- Reduce total energy consumption by 5% from 2021 consumption data, giving proportionate consideration to current year turn over values
- Establish programmes to start driving behavioural change
- Conduct energy surveys across a representation of sites, with recommendations

2024

- Appoint two Green Champions supported and focused through our ESG central structure

2025

- Set up a central database and Power BI reporting to provide visibility and manage sites energy management

2026

- Identify KPIs to raise ambition of energy efficiency, consumption, and reduction targets

In Numbers

45%

of our electricity use is procured from renewable sources



A NEW CHAPTER FOR WASTE

How we manage waste touches on every part of Ipsum. As the company grows and our customers' need for 24/7 care intensifies, we must work harder than ever to develop and improve how we manage the daily risks of waste. Reducing, reusing, and recycling waste is a cornerstone of a greener, healthier, and cleaner future. We cannot reach our ESG goals without taking it very seriously.

We will collaborate with our suppliers to minimise packaging wherever possible for goods they deliver to Ipsum. We will recycle and re-use everything physically and technically possible. We aim for residual waste to be converted into energy, which is then used to power the UK. Most of the waste we dispose of comes from our client's sites and we provide disposal solutions that minimise their environmental impact. To further support our waste reduction and recycling targets, we have developed a waste hierarchy (see right). Ipsum's priority is to work on the largest area of impact, although no opportunity is excluded. We cannot currently commit to 100% to landfill due to some hazardous materials that make this difficult, however, we are working with our supply chain to explore new solutions that can make this a future reality.

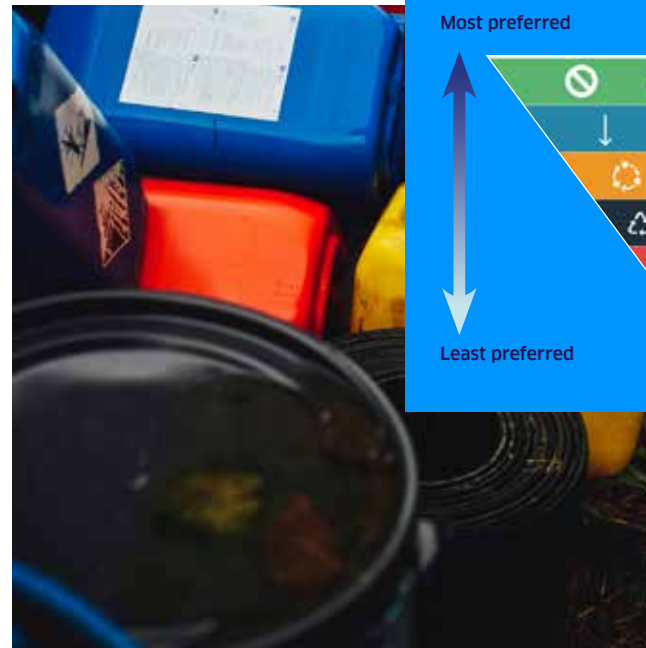
Can we use that again?

Ipsum's five primary depots have dedicated recycling facilities, and two of those depots pay for segregated waste at source and have committed to zero to landfill. We also introduced recycling of Personal Protective Equipment (PPE) during the COVID-19 pandemic, which included hard hats, visors, latex gloves, and other items. Plus, our branded uniforms are recycled once they have been come to the end of their lifecycle and are converted

into energy. On a lighter note, we are collecting redundant parts of non-return valves from our water contract so they can be made into a bench in a communal garden.

Staying safe

All the products we handle have Control of Substances Hazardous to Health Regulations (COSHH) assessments and any site activities are covered by generic Risk Assessments, Method Statements (RAMS) or site-specific RAMS, depending on the job in hand. All environmental and safety risks are considered when both using and storing hazardous materials.



Case Study: Ipsum power

LET'S USE THAT AGAIN...AND AGAIN... AT IPSUM POWER



Circular principles will become second nature for every business as the nation strives for a greener cleaner future and we are delighted to be among the forerunners. For example, when we undertake daily maintenance activities on critical infrastructure such as low and high voltage transformers and switchgear, we remove the old oil, often known as Used Transformer Oil (UTO), and we replace it with a new mineral oil. The UTO then gets transported back to our main branch in Wakefield under a hazardous waste consignment note. There, our Technical Competent Waste Manager, Matt Hodkin, checks the waste one final time before giving it the green light to go into our bunded tank. A bunded tank is a double skinned tank, essentially a tank within a tank for maximum protection. The UTO is stored in the bunded tank until the volume of oil reaches approximately 1,300 gallons – equivalent to nearly 40 barrels of oil. It is then collected by a local recycling company, Electrical Oil Services (EOS), which refines the product into a premium reclaimed oil that goes on the market for us to purchase again – and so on it goes. This process works very well and has bolstered Ipsum's appetite to increasingly focus on how to integrate more circular principles into our day-to-day operations.



Goals

2022

- Establish a sustainability campaign agenda

2023

- Set specific waste recycling targets for all sites
- Identify volume of single-use plastics
- Identify reduction plan for single-use plastics

2024

- Quarterly report per waste stream
- Consolidate waste contract agreements into a single arrangement
- Establish a waste recycling programme across the business functions
- All waste from our primary depots is recycled and / or reused where possible (bar contaminated waste)
- Engage with upstream suppliers on strategies to reduce new or existing waste, notably packaging

PROTECTING OUR WATER



In the UK, we are privileged to have water flow from the tap for personal and operational needs whenever needed. However, whilst this ultra-convenience helps us provide a seamless service to our customers, we must not forget the shared responsibility we have to protect it. Water scarcity is a global challenge; half of the world's population could be living in areas facing water scarcity by as early as 2025. However, as we have already seen in recent years we are far from immune in the UK and we must always act responsibly. This includes spurring positive internal change across Ipsum, as well as encouraging our stakeholders to review, reconsider, and act on improving their level of water use and wastage. Accordingly, some of our goals include working with landlords to install water saving urinals and automatic taps in the near-term.

The long game

Ipsum's greatest use of water is when we clear drains, sewers, and telecom ducts across the nation – a regular part of our operations. As standard Operation, we conduct daily checks on vehicles used in these activities to identify any leaks from hoses, but our efforts will not stop there. We are exploring ways to reduce this volume of water, though the complexity of this task means it will be a long-term effort. Firstly, we strive to be able to determine the volume of water we use in this process. This is tricky to determine currently, as some contracts use metered standpipes while others are not metered and the water is drawn straight from the mains, unmeasured. Nonetheless, we are determined to improve visibility on our water use and take proactive steps to reduce, reuse, and protect it.

Source: ¹ Water.org

Goals

2023

- Proactive engagement with landlords on facility improvements
- Identify initiatives and goals to save water in operational activities

2024

- Group all utility suppliers under one contract arrangement with quarterly billing

2025

- Quarterly league tables with intensity factors for depots, such as population and sq. ft

In Numbers

1ST

dual flush WC's were installed at our head office in 2021

≈200

this is the number of taps we have across our 17 depots. A single dripping tap wastes at least 5,500 litres of water a year – enough to fill a paddling pool every week for the whole summer.¹ This is why we place such importance on staying atop of basic maintenance



TRANSPORT: SHIFTING GEARS

Rethinking the fuel used in Ipsum's fleet of vehicles is paramount, especially as these represent Ipsum's largest source of CO₂ emissions. Going forward a significant proportion of Ipsum's purchase requests for company cars are for electric vehicles (EV) or plug-in hybrid EVs. The EVs and hybrid vehicles we have already can be charged at employees' home, office car parks and at local providers such as Tesco's, or via a 3 pin charging cable, which offers additional flexibility. Plus, Ipsum Power have six charging at their primary offices. Currently, we only have plans to transition the car fleet to EV or hybrid vehicles. Like many companies, we are keeping a keen eye on market developments and will review our purchases accordingly.

Supporting alignment

Ipsum's efforts to reduce CO₂ emissions in the fleet aim to support the UK's goal to be Net Zero by 2050, which includes a historic step by government to end the sale of new petrol and diesel cars by 2030 and the removal of PHEV's by 2035 – an astonishing goal for a nation of 68 million people. As part of the UK's strategy, up to £1 billion has been committed to support the electrification of UK vehicles and their supply chains. Another £620 million has been earmarked for targeted EV grants and infrastructure,² particularly local on-street residential charge points, all of which is very relevant to Ipsum's goals.

Keeping track

Ipsum works with a leading vehicle tracking provider to help visualise and report on our fleet. Not only does this help monitor our operational habits and needs, but more importantly helps us improve driver safety and save lives.

Source: ² UK Government

Goals

2022

- Lease a minimum of 10 EVs / hybrid vehicles per annum
- Set targets to synergise vehicle tracking for all operational vehicles

2023

- Install telematics in 50%+ of all operational vehicles
- Costed investigation into rolling out increased numbers of EVs / hybrid vehicles
- Promote the EV salary sacrifice scheme within Ipsum
- 2.5% reduction in ICE vehicles, based on 2021 starting point

2024

- Install telematics in 100%+ of all operational vehicles
- Monitor driver behaviour through telematics with set KPIs

2026

- Hybrid and / or EVs account for 25% of total fleet

In Numbers

330+

vehicles are part of Ipsum's fleet

7

EVs and hybrid vehicles were part of Ipsum's fleet at the end of 2021, with eight more on order in 2022

5,500

miles were travelled on average each month in Ipsum electric vehicles in 2021

TRANSPORT: SHIFTING GEARS CONTINUED



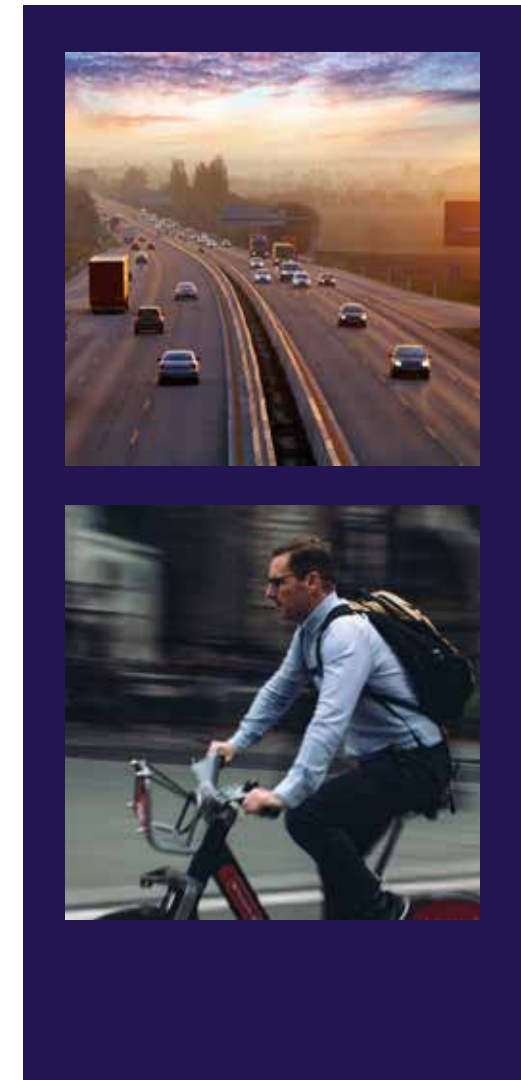
Ipsum currently uses various tracking systems. For instance, there are 42 vehicles in Ipsum Water and these use Verizon to produce reports on location, speeding, excessive braking, harsh cornering, unnecessary acceleration, idling, and poor fuel efficiency. Ipsum fully appreciates the importance of driver safety and carries out training to reduce the risk of these issues, including a refresher on safe reversing.

Tracking also enables us to locate 'the nearest vehicle to the job', which is useful in reducing travel time, and thus CO₂ emissions, and shortening customer service response times. In a world where response times are increasingly prioritised and expected by all customers in nearly every business, thus shaving minutes or hours from our response time can carry a significant customer benefit.

Cycle to work

We offer our people the opportunity to take advantage of the government's Cycle to Work Scheme via Perkbox, our employee benefits platform. The scheme promotes travel to and from work by bike and encourages employees to take a greener and healthier approach to their commute, while saving up to 40% on the cost of a new bike and accessories.

Transport	kWh	tCO ₂ e
Company Vehicles (Diesel)	15,157,529.88	3,590.2
Company Vehicles (Petrol)	137,510.22	31.6
Employee Mileage (Diesel)	2,278,906.35	571.4
Employee Mileage (Petrol)	72,906.52	17.6
Employee Mileage (Electric)	44,171.02	9.4
Total	17,691,023.99	4,220.21



EMBRACING BIODIVERSITY



Ipsum is contributing to the world of biodiversity more than ever. Protecting our planet extends far beyond CO₂ emissions. It means providing habitats for insects, bees, birds, and bats, as well as protecting soil and air quality, and natural environments, plus everything in-between.

Biodiversity is critical for the processes that underpin all life on Earth, including our behaviour! The number of bees buzzing around directly links to the volume, quality, and availability of the food we eat, for example. As part of our hyper convenient culture in western nations, we do not tend to connect the dots of biodiversity. Rightly, that is now changing; a shift Ipsum wholeheartedly welcomes.

Getting creative

Ipsum are investigating the installation of water butts (a large barrel used for collecting and storing rainwater) onsite where possible and to encourage landlords to do the same. The roof of an average home collects 85,000 litres of rain each year – equivalent to an astonishing 450 full water butts.³ We are considering how this volume of water would obviously be utilised to support operations from the roof tops of Ipsum's depot sites and offices. This is an affordable route to collect this natural resource and does not use additional energy or generate CO₂ emissions. The water can be reused to support wildflower areas, wash vehicles, windows, and more. This is just one example of how Ipsum is exploring new ways to think about biodiversity and how it links to other key areas, including water reuse. Ipsum will also use its relationships with customers and suppliers to spread this message and encourage similar initiatives wherever possible.

Source: ³ Water.org

Goals

2022

- Explore potential area for wildflowers
- Engage with landlords for wildflower areas at leased sites

2023

- Establish five bird boxes and five bee and insect boxes at office sites 2024

2025

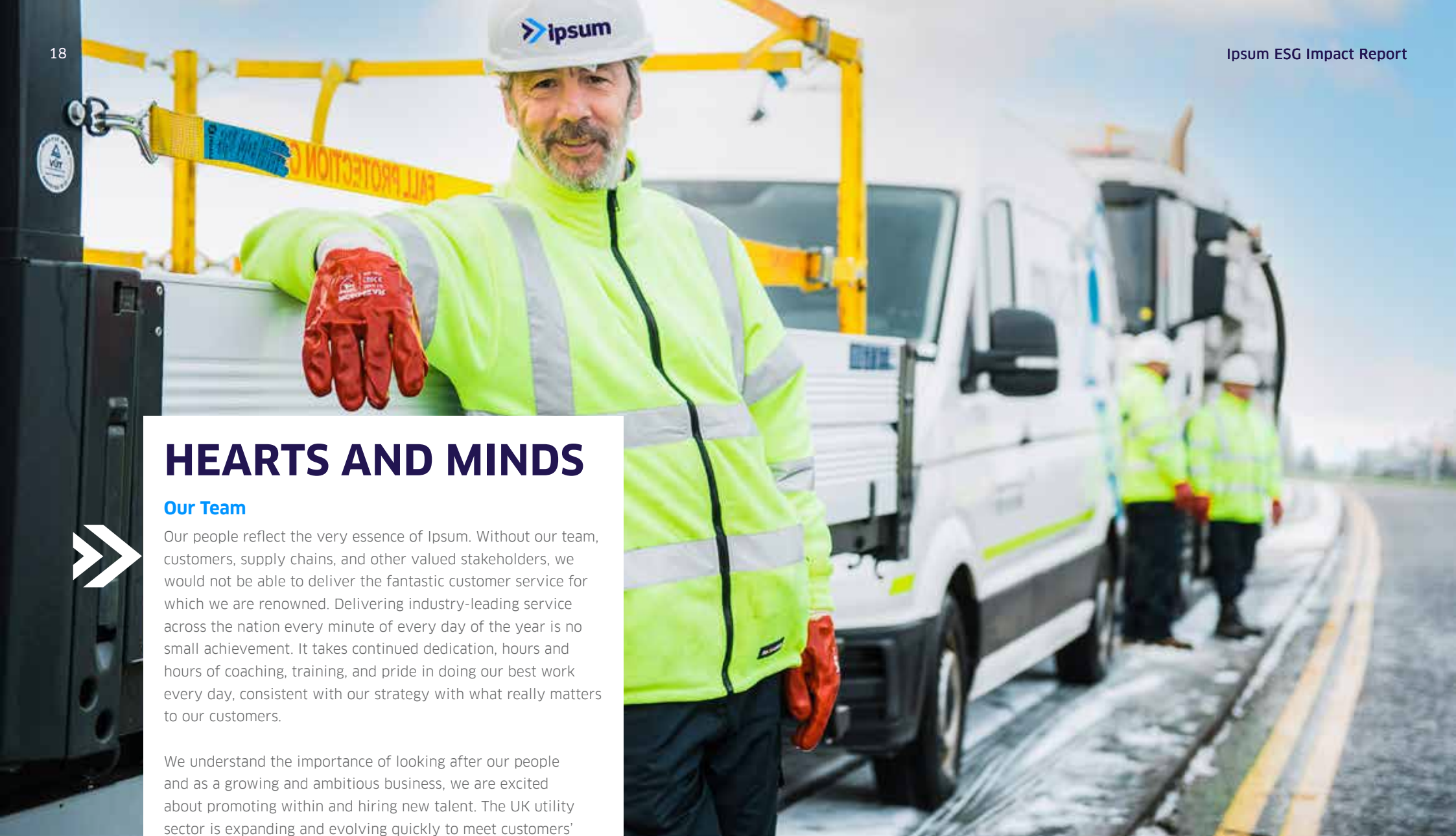
- Dedicated monitoring, protection, mitigation, or compensation for biodiversity
- Risk assessment over company's most significant biodiversity risk
- Risk assessment of biodiversity within the supply chain

In Numbers

7

topics relating to biodiversity were covered by Ipsum in 2021. Monthly toolbox talks were shared via our monthly Ipsum newsletter, sharing news and knowledge on topics like Giant Hogweed, Great Crested Newts, and Himalayan Balm





HEARTS AND MINDS

Our Team



Our people reflect the very essence of Ipsium. Without our team, customers, supply chains, and other valued stakeholders, we would not be able to deliver the fantastic customer service for which we are renowned. Delivering industry-leading service across the nation every minute of every day of the year is no small achievement. It takes continued dedication, hours and hours of coaching, training, and pride in doing our best work every day, consistent with our strategy with what really matters to our customers.

We understand the importance of looking after our people and as a growing and ambitious business, we are excited about promoting within and hiring new talent. The UK utility sector is expanding and evolving quickly to meet customers' rising demand, regulatory and societal drivers, and new and innovative technologies. There are many objectives we must not only meet, but exceed. We know that we can hit each target – and more – by ensuring we create an engaging and progressive environment in which our employees can thrive.



Welcome

Our Greener Future

Hearts and Minds

Enhancing Governance



Our new People HR

We are excited to launch PeopleHR, which reinvigorates our approach to Human Resources (HR) by enhancing the tools and data available to our line managers to enable more effective people management. This system will drive positive cultural changes around employee and line manager self-service and accountability. The system automates HR and employee processes including recruitment and onboarding, induction, probation, and reviewing performance. The introduction of PeopleHR further demonstrates our commitment to introducing technology to drive efficiency improvements.

We have also begun developing our Line Managers' knowledge of ESG issues, especially for HR, including:

- How to identify DE&I issues
- How to identify and manage stress
- How to best motivate and engage employees
- How to identify bullying and harassment

Our three cornerstones

There are three central themes that form the basis of Ipsum's relationship with its employees:

Physical health

We believe in the connection between a healthy body and a healthy mind, so Ipsum encourages physical health via promotions and discounts accessed on our subscription to the employee benefits platform, Perkbox. The benefits available range from gym memberships to health and fitness apps available on mobile phones and tablets.

Emotional balance

Ipsum believes in creating open and inclusive working environments where all employees are invited to bring their whole selves to work.

Intellectual growth

From crystallising career aspirations to brainstorming new ideas, Ipsum believes in the power of a stimulated mind. Therefore, we invest in enhancing creativity and intellectual agility.

In Numbers

541

is the number of specialist employees working in Ipsum

37

years is how long Steven Henry has worked for us – our longest serving team member. As a Civils Drainage Team Leader, Steven welcomes a variety of tasks and enjoys expanding his knowledge via Ipsum-supported courses and developing on-the-job knowledge

33

employees at Ipsum are members of professional industry bodies, demonstrating our commitment to having employees of the highest professional standards in our business delivering for our customers



Staying in Touch

Connectivity between Ipsium's business units and departments is critical to building team morale and knowledge. Our informative internal newsletter, Ipsummary, is a central pillar of our communication strategy. This is emailed to all employees every month. We are delighted that our Chief Executive Officer, Richard Thomas, shares his expertise and insights on a key theme for each issue, and that every member of the Executive Leadership team provides an update on their priorities and achievements in the month. The newsletter also features case studies of team members who have received excellent customer feedback, putting their achievements under a much-deserved spotlight.

Perkbox

The popularity of our employee benefits platform, Perkbox, grows every year – and unsurprisingly so. The array of online and offline discount services available for employees via instant digital vouchers including access to discounts at major food shops, on household purchases, clothes, jewellery, holidays, restaurants, and more has broad appeal. We will be able to enhance automation with Perkbox via PeopleHR to make these benefits even more accessible.



In Numbers

15

key ESG topics were covered in the Ipsummary newsletter in the second half of 2021 alone. These encompassed World Mental Health Day, World Car Free Day, and Plastic Free July

450

is the average internal readership of Ipsummary per month, via email distribution* – accounting for 83% of our employees. This is a positive sign of engagement from our teams, however we are not complacent and will strive to increase this score further

83%

of our employees used Perkbox in 2021, climbing from 78% in 2020

*This does not include readership of the PDF version of the newsletter, which is available via the Intranet

OUR NEW ERA OF KNOWLEDGE



We are domain knowledge specialists, spanning power, water, and digital technology. However, we also believe in being eternal students. The world and our industry are ever-changing, so it is our responsibility and passion to help set the pace. This journey starts with our team. We are committed to supporting and developing our people to achieve their full potential.

Our appetite to learn feeds directly into how effectively we hire, train, coach and retain existing and new talent. Ipsum believes we can offer a generation of job seekers a compelling sense of purpose. Helping deliver crucial services to maintain the UK's critical infrastructure in our communities, especially amid and after a national crisis, enhances employees' sense of job satisfaction.

Engaging directly with industry

Investing in our thought leadership and that of industry is deeply important to Ipsum. This includes joining professional bodies and industry boards that help us remain a leading, proactive voice in industry and enhance our connection to the broader community. For example, Penny Clay, our Group Environmental and Sustainability Manager, is an associate member of the Institute of Environmental Management and Assessment (IEMA). We also have five members in the Chartered Institute of Personnel & Development (CIPD) – one chartered member, five associate members – and four employees are members of the Association of Chartered Certified Accountants (ACCA). Three employees are members of the Chartered Institute of Management Accountants (CIMA) and seven employees are members of the Institute of Occupational Safety and Health (IOSH), among several others listed below.

The 70:20:10 Principle

We fully embrace the established 70:20:10 principle: 70% of learning comes from on the job experience, experimentation and reflection with 20% being derived from working with others and the remaining 10% from formal interventions and planned learning solutions.⁴ Informal “on the job” learning includes coaching by Line Managers and the assignment of buddies who are subject matter experts in their field with whom there is the sharing of ideas and learnings. We believe that this mix of learning, guidance, and self-accountability provides the strongest framework for our team to achieve their greatest potential – greatly benefitting them, Ipsum, and our customers.

In Numbers

2

development and progression frameworks linked to pay bandings were rolled out for our technical and operative workforce in Ipsum's Water and Power Networks business units in 2021

8

new graduates worked at Ipsum in 2021, guided by an internal graduate programme

37

positions are held by members of Ipsum's team across 16 professional industry bodies

Source: ⁴ 70:20:10 Institute

Welcome

Our Greener
Future

Hearts
and Minds

Enhancing
Governance

Building skills

Ipsum directly supports employees' professional growth, which includes the attainment of new qualifications. Accordingly, we sponsored four team members to each complete one of the qualifications listed below in 2021.

- Institute of Leadership & Management (ILM) – Level 7
- Association of Accounting Technicians (AAT) Accounting – Level 3
- Chartered Institute of Personnel and Development (CIPD) – Level 5
- Applied Health and Safety (H&S) and Integrated Management System Auditor Training – Diploma

Employees at Ipsum are members of the following professional bodies:

- Chartered Institute of Personnel & Development (CIPD)
- Association of Chartered Certified Accountants (ACCA)
- Chartered Institute of Management Accountants (CIMA)
- Institute of Occupational Safety and Health (IOSH)
- Institute of Environmental Management and Assessment (IEMA)
- Institute of Chartered Accountants E&W
- Society of Operational Engineers
- Institute of Road Transport Engineers
- Chartered Institute of Credit Management
- Chartered Management Institute (CMI)
- Member of the Institution of Engineering and Technology
- Institute of Civil Engineering
- Registration of IT Technicians
- International Institute of Risk & Safety Management
- Association of Project Safety



Apprentices: Real-world lessons

The value of apprenticeships cannot be underestimated. They hone team skills, self-learning, and real-world experience simultaneously – all invaluable for those developing their careers. We were delighted to support the development of a diverse range of skills amongst the 11 apprentices we had working within Ipsum in 2021 encompassing data analysis, chartered surveying, electrical installation and maintenance, cybersecurity technologies, underground cable jointing and maintenance and operations engineering – our employees have the opportunity to specialise in a wide variety of technical and professional fields each reflecting a unique skillset and learning experience underpinning Ipsum's ability to offer our customers a streamlined, guaranteed 24/7 service.

Goals

2023

- Establish a Company-wide E-learning programme
- Establish a management coaching / training framework
- Establish rollout of the framework across our management population
- Establish development frameworks across our specialist roles
- Have 10% of our workforce on apprenticeship programmes
- Ipsum-sponsored qualifications and training to be undertaken by 5% of our employees

2024

- Expansion and rollout of our E-learning programme
- Deliver coaching / training framework across our management population
- Enhance our development frameworks with training and associated budgets

2025

- Structured mentoring programme for 25% of employees

In Numbers

11

apprentices were enhancing their skills via structured learning and on-the-job experience in 2021



Case Study



JASON SMITH,
Jointing Power Apprentice

In 2021, I completed my Jointing apprenticeship – very satisfying after 18 months of learning! I studied aspects of jointing, from service jointing to Low Voltage (LV) jointing, and lots in between. I have also spent several five week-long blocks at the training centre and have applied that knowledge onsite alongside experienced Jointers, which was an invaluable process for training and feedback.

A healthy balance

My previous career path was unsuitable for my family life, so I decided to make a change and become a mature apprentice at Ipsum in 2018. The company has accommodated my needs, which means we all sit down for dinner every single night. This is deeply important to me. Being a qualified Jointer is brilliant and hopefully one day I can pay back the team's goodwill and help someone else through their apprenticeship!

Case Study




REECE COOK,
Apprentice Power Engineer

Every day is different at Ipsum! I joined the company's Power sector as an Apprentice Engineer in September 2020 and I am currently studying my BTEC Level 3 in Electronic and Electrical Engineering, which means a massive amount of learning – both at Ipsum and at college. My apprenticeship involves working alongside experienced High Voltage (HV) and Low Voltage (LV) electrical engineers onsite and learning how to carry out different HV roles within industry. I have gained experience on different sites for a variety of customers – from supermarkets, prisons, and hospitals to the Ministry of Defence, and renewable energy sites!

Exploring my potential

Shadowing colleagues to broaden and develop my knowledge has boosted my confidence, as has being given work to figure out by myself. Once I have given my best effort, I get constructive feedback from a Senior Engineer. The variety at Ipsum seems never-ending and I am determined to keep learning as much as I can. Among other goals, I have my sights set on achieving my Senior Appointed Person (SAP) authorisation in years to come. Having such a supportive employer makes a big difference.

STAYING HEALTHY, STAYING WELL



Health and wellbeing is very rightly a priority for us. Such importance has understandably been an even greater focus following the COVID-19 pandemic. How we feel in mind and body has an impact on how we live, both professionally and personally. We want our people to feel they can bring their ‘whole self’ to work and feel comfortable and productive in a welcoming and supportive environment. Our Anti-Harassment and Bullying Policy underpins our culture of ensuring all our team feel listened to and have a voice in the workplace. Our managers are diligent about being alert to possible issues within their team and managers also encourage all team members to prioritise their selfcare outside of working hours.

Enabling our team to feel empowered with a shared purpose means they will not only be happier in themselves – a very important factor for us – but they will also produce their best work every day. This results in outstanding service to our customers, which ultimately strengthens the outlook for everyone at Ipsum.

[Welcome](#)[Our Greener
Future](#)[Hearts
and Minds](#)[Enhancing
Governance](#)



The power of switching off

Ipsum's Water division appointed ten Health and Wellbeing Champions in 2021 and hosted two meetings, which led to fun and engaging initiatives for employees – much-needed amid a pandemic. Initiatives included weekly five-a-side football, which was ideal in boosting team members' physical and emotional wellbeing (two of our three cornerstones. Ipsum is very impressed that the small team of Champions were able to have a far-reaching and positive impact on morale in such a short space of time. Their efforts have created an exciting springboard, which other teams and the upcoming Health and Wellbeing Champions can build upon.

Mental health: Need to talk?

Life's difficulties can sometimes take their toll – from pressures at work, relationship struggles, financial pressures, bereavement, and everything in-between. Ipsum provides our employees with access to an Employee Assistance Programme (EAP) via Health Assured – the UK & Republic of Ireland's (ROI) leading Employee Assistance Programme Provider. Plus, our team have access to an online health portal with a wealth of information and intel on topics such as anxiety, depression, debt, legal issues, bereavement, and relationships. The EAP also provides monthly newsletters and webinars, filled with helpful advice, financial assessment tools, and mini health checks. We want our team members to have the best quality of life at work and at home and the EAP underpins our commitment to this.



Five-a-side football matches were arranged by Ipsum Water in 2021.

Get moving

The health of mind and body often go together, which is why physical health is one of the cornerstones of our ethos. For example, jumping on a bike to get to work is a healthy and environmentally friendly option for employees who live close enough to the office to make the journey safely. In 2021, 5% of our workforce utilised the salary sacrifice scheme to Cycle to Work; a number we look forward to seeing rise. As the Roman philosopher Marcus Tullius Cicero said millennia ago: "It is exercise alone that supports the spirits and keeps the mind in vigour."

Goals

2023

- Establish a formal Health and Wellbeing policy

2024

- Appoint 25 Mental Health First Aiders

HEALTH AND SAFETY



There is nothing more important than the Health and Safety (H&S) of our people, supply partner, and other third party stakeholders impacted by our work. Ensuring that everyone participates, contributes, recognises, and mitigates risk is how we all to return home safely at the end of each working day.

Striving to meet and surpass the requirements of relevant legislation and standards means Ipsum can continually improve our Health & Safety performance through leadership and ownership. Part of our integrated approach to health, safety, environment, and quality is our compliance with internationally recognised standards, including ISO 9001, ISO 14001, and ISO 45001. We are audited under the Achilles Universal Vehicles Database (UVDB) Verify system, so our clients can benchmark our performance.

Always strengthening Ipsum’s open culture of communication is equally paramount. We believe our teams have the courage to challenge and question the way things are done, as well as the respect to listen to explanations and solution – culminating in a very healthy balance. Of course, our Health & Safety journey is never over, but we believe our goals over the next two years are important steps.

How are you feeling?

In 2021, Ipsum introduced access to the SmartHealth App for all employees to help them get access to professional help in relation to any health concerns quickly and comprehensively. The SmartHealth App provides the team with unlimited, round the clock access to a GP wherever they are. The app also brings employees’ families closer to a network of more than 50,000 medical specialists with an expert second medical opinion service. Plus, it offers a fitness check, nutritional advice, mental health checks, and an overall health review.



Goals

2022

- Establish a H&S Policy

2023

- Track and record near miss events
- Appoint five H&S Champions

DE&I: CELEBRATING OUR DIFFERENCES



Diversity, Equity and Inclusion (DE&I) are core values that we embrace and celebrate at Ipsum – we are all different and that is what makes us special. Equally, crafting a culture of inclusivity is vital, for we are undoubtedly stronger together. Combined, this DE&I are more important than ever for us.

Ipsum is an equal opportunities employer, which includes ensuring we do not discriminate against any candidate on the grounds of sex, race, disability, age, sexual orientation, transgender status, religion or belief, marital status, pregnancy, and maternity. Plus, Ipsum's job advertisements use gender neutral language to avoid stereotypes or expressions and we leverage multiple channels to share Ipsum's recruitment needs, from online job boards to social media to our company website.

Evolving our status quo

We have policies on DE&I in place across our business. We also gather relevant statistics with the aim of building complete transparency on what we have achieved so far, how our teams feel, and what we can do next. Rightly, such information is sensitive and given on a voluntary basis only, but we are building a clearer picture every year. We are excited to develop this cornerstone of our internal culture in 2022.



Goals

2022

- Launch a company-wide DE&I Policy
- Gather DE&I statistics via an employee-led programme

2024

- Expand e-learning for employees with completion tracked and measured

SUPPLIERS: TOGETHER, WE ARE STRONGER

We cannot overstate the strategic importance of our supply chain; they are integral partners in every part of our business and our delivery. They are undoubtedly central to our reputation and our clients' needs. As such, we are fully committed to selecting suppliers who want to support us on the ESG journey and treat their employees fairly. We also want to give particular recognition to local suppliers that we have strong connections to, as this helps strengthen the local economy while reducing the CO₂ emissions associated with transport.

Growing together

Ipsum will dedicate more time and energy to our supply chain in 2022, for we believe this is imperative to collectively work towards Net Zero goals. Every company tends to be at a different stage of implementation, but for us, intentions also speak volumes. We plan to engage with our most familiar suppliers and contractors to brainstorm how to best tackle sustainability targets and goals, both individually and together. Having these open lines of communication means we can make holistic progress. While we all move at different speeds, we will at least be heading in a united direction.

Goals

2023

- Amend supplier / sub-contractor onboarding forms to include questions around ISO 14001 and sustainability targets / goals

2024

- Request ESG information during the selection process
- Engage with frequently used suppliers / sub-contractors bi-annually to identify ESG synergies

2025

- Identify annual KPIs with said suppliers
- Request comprehensive ESG information during the selection process
- Monitor suppliers' ESG performance annually

CUSTOMERS: ONE STEP AHEAD



Customer engagement is not a buzz phrase; it is a critical part of ensuring Ipsum exceeds customers' needs, as per The Ipsum Way. Without our customers, we do not have a business. We understand that the only true measurement of quality is client satisfaction. In order to be trusted time and time again, we adopt strict quality management practices to ensure our service levels consistently outstrip expectations. We must proactively stay in touch and creatively respond to clients' changing dynamics, especially amid the industry's changing trends.



Goals

2024

- Hold an annual customer survey assessing satisfaction, needs, and aspirations, as part of the Ipsum Way

2025

- Determine KPIs based on the results of the survey assessment



OUR SPIRIT OF COMMUNITY

How we interact and support those around us is a measure of Ipsum's own excellence. This is why Ipsum is committed to ever enhancing its connections with local communities in which we operate, especially charitable enterprises that do incredible work raising awareness for their cause. Tangibly enhancing Ipsum's impact, such as via a community investment plan, will be complemented by driving positive cultural change within Ipsum.

In 2021, the Ipsum Water team organised and held a Macmillan Coffee Morning, a Christmas Food Bank, and a toy collection for Cash for Kids, a toy appeal. Such kind and caring gestures speak volumes about Ipsum's team members. We look forward to increasing the frequency and scale of such efforts in 2022 and beyond.



Goals

2022

- Choose a dedicated charity / charities to support annually

2023

- Develop a community investment plan
- Track contributions and progress
- Appoint a Community Champion
- Choose a dedicated charity / charities to support annually

ENHANCING GOVERNANCE ACCESSIBILITY AND TRANSPARENCY



Quality, transparency, and novel thinking underpin how Ipsum manages its day-to-day operations and long-term strategic growth. We believe this is reflected in our 24 policies and our many internal programmes aimed at improvement, be it reducing CO₂ emissions to mental health to digital safety. Ipsum's Integrated Management Systems are an essential part of our ESG journey. We are dedicated to making sure challenges are raised, resolved, and learned from – enabling us to ever enhance Ipsum's knowledge bank. This never-ending learning process is why we plan to design and roll out a new Grievance Policy in 2023, for example.

As always, we will remain on our toes when it comes to how Ipsum's businesses' policies, practices, and disclosures can and should adjust to the industry's changing landscape. This includes being up to date with upcoming legislation and best practice and continually reviewing how this should be implemented within Ipsum. Combining all these factors means we can maintain a clear focus on hitting our ESG goals, both internally and with our valued stakeholders. Indeed, it was these policies and our high standard of governance overall that enabled us to seamlessly integrate our workflows in late 2021, ensuring a hassle-free transition for our customers and suppliers.

Goals

2023

- Standardise business unit policies, procedures and forms into an Ipsum-wide format
- Monitor the completion and effectiveness of the induction for new employees joining Ipsum
- Ensure policies, procedures and forms are easily accessible via the Intranet
- Establish the process for introducing and reviewing policies, procedures and forms



HOME OF ESG

Ipsum's ESG Committee is deeply influential in steering Ipsum's journey; identifying what we have done, what we are doing, and what we can be doing. We have elevated our level of ambition again this year, as detailed in this report. As such, it is important that all Ipsum's employees and other stakeholders have a touchpoint; therein lies the heart value of the ESG Committee. Stakeholders can engage with the committee for information, feedback, knowledge, concerns, or any other matter regarding the current goals and prospective targets. Plus, the ESG Committee's regular meetings will ensure meaningful progress is made across all relevant departments every quarter – advancements we look forward to sharing with you in 2022.

Goals

2022

- Quarterly meetings with department heads

2024

- Clear KPIs to enable resources and support tasks

BUILDING DIGITAL EXCELLENCE

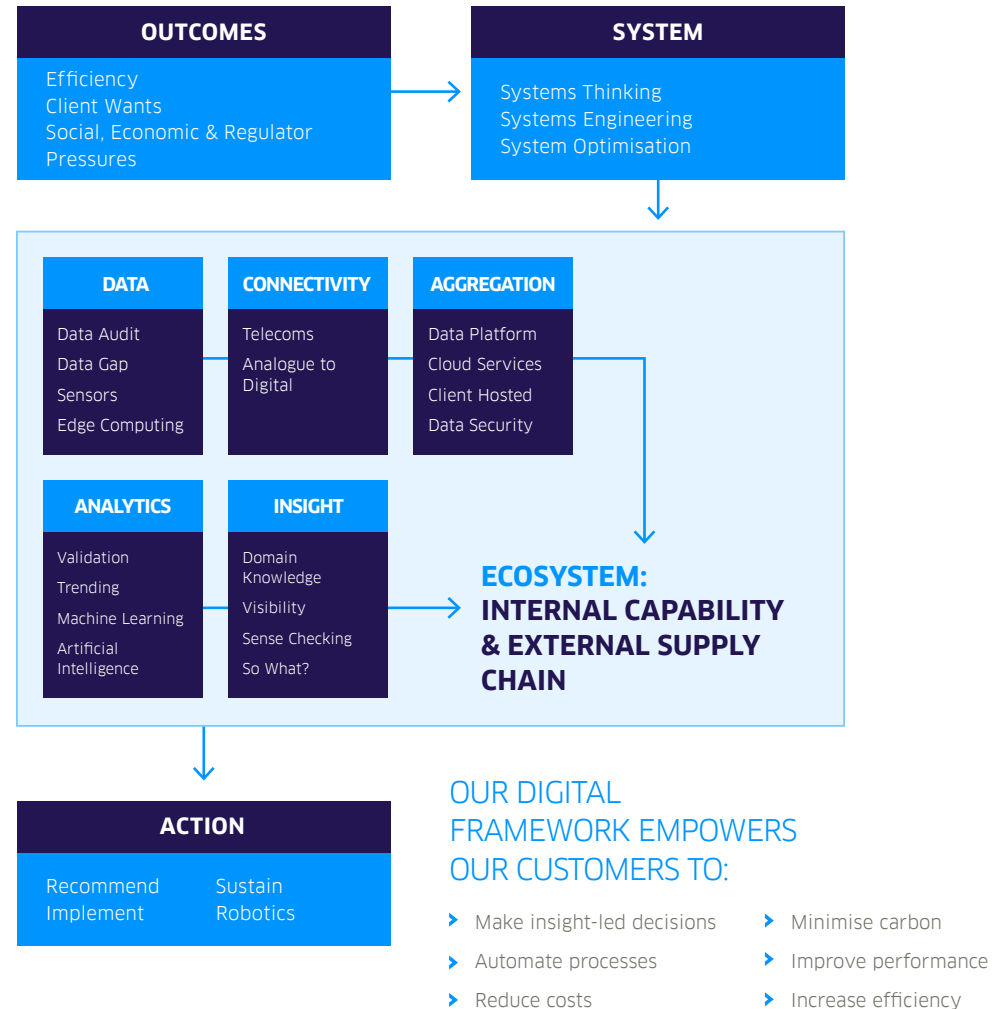


Digital by default – for Ipsum, for the world. We continually invest in technologies, accreditations, and talent to ensure we can provide an array of services on a 24/7 basis across the nation. Ipsum’s constant level of excellent service simply would not be possible without digital expertise. Ipsum has invested in 2021 in this development and will continue to invest heavily in 2022 to develop the systems of the future and to enhance our customers experience and confidence in Ipsum.

Being able to combine utility services with market-leading digital asset management solutions means we can give customers a competitive edge when it comes to their decision-making processes. This systems-based approach reduces risk, bolsters speed, enhances cost efficiency, and deepens transparency – key boxes that must be ticked for all Ipsum’s stakeholders. Our digital know-how means we can be proactive instead of reactive, with such value shining through during the COVID-19 pandemic.

DIGITAL BY DEFAULT

Turning outcomes into insight-driven actions



Case Study

DAN CAUNCE,

Cybersecurity Risk Analyst Apprenticeship
– Level 4



Learning has been a core part of my three years at Ipsum. I joined in October 2018 as an IT Service Desk Analyst / Infrastructure Technician Apprentice – Level 3. Once I had completed this, I started an Apprenticeship as a Cybersecurity Risk Analyst – Level 4. The course has given me an in depth understanding of the risks we are all facing and my day to day role at Ipsum gives me a great insight into the challenges in the real world.

My next chapter

Ipsum has helped drive my passion for cybersecurity; this is definitely how I want to progress my career. It is an exciting, ever-changing space and Ipsum has taken so many steps to support me as I navigate it. Next, I would like to lead the entire Ipsum business through the ISO 27001 accreditation, improve security awareness throughout the organisation, and learn how to conduct penetration testing.

Goals

2022

- Roll out an incident response plan

2023

- Roll out an incident response plan

2025

- Train 300 employees on cybersecurity
- Roll out an incident response plan

In Numbers

1

penetration test is conducted every year. This simulated cyberattack aims to exploit vulnerabilities in your system before genuine attackers can

400

computers and laptops are used by Ipsum employees across the business



OUR DEPOTS



- 59, Lancaster Way Business Park, Ely, CB6 3NW
- Unit 6 Priest Court, Grantham, NG31 7FZ
- Scrips Farm, Cut Hedge Lane, Coggeshall, Colchester, Essex, CO6 1RL
- Summer Road, Walsham Le Willows, Bury St Edmunds, Suffolk, IP31 3AJ
- 5 Third Drove, Little Downham, Cambridgeshire, CB6 2UE
- Unit 8a Hadham Ind Estate, Little Hadham, Hertfordshire, SG11 2DY
- Unit 5 Eagle Point, Telford Way, Wakefield 41 Industrial Estate, WF2 0XW
- Unit 13 Pegasus Court, North Lane, Aldershot, GU12 4QP
- 4 Woden Court, Saxon, Business Park, Hanbury Rd, Bromsgrove, B60 4AD
- Unit 3, Halifax Court, Dunston, Newcastle, NE11 9JT
- Moss End Business Village, Crooklands, Milnthorpe, LA7 7NU
- 4 Armytage Rd, Brighouse HD6 1PY
- Prospect House, Colliery Close, Staveley, Chesterfield, S43 3QE
- Units 6&7, Haydock Cross Industrial Estate, Kilbuck Lane, WA11 9UX
- 2-4 Watt Road, Hillington Park, Glasgow, G52 4RR
- Unit 3 Hutton Square, Brucefield Industrial Estate, Livingston, EH54 9DJ

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