

Transparency Report

YEAR ENDED 31 DECEMBER 2024



Carl Lundberg
Carl Lundberg, CEO

FOREWORD

I am delighted to present my second Transparency Report since taking over as Gerald Edelman's CEO. First and foremost, I want to thank my fellow partners and the wider team at Gerald Edelman for their support as I transitioned into this new role.

Preparing this report is a time for reflection on our achievements over the last year and the appropriateness of our goals and ambitions in an increasingly demanding and changing business and regulatory environment.

Business performance

As I reflect on the past year, I am delighted to highlight the significant strides we've made as a Firm. In 2024, we welcomed 41 new talented individuals to our team, expanding our capabilities and enriching our collective expertise. This brings our total headcount to 159. The influx of fresh perspectives and skills has been instrumental in our ability to serve an ever-growing client base. Our fee income reached an impressive £25.5 million, marking a 12% increase from the previous year. These figures are a testament to the trust our clients place in us and the

value we consistently deliver. As we continue to scale, we remain dedicated to maintaining the highest standards of transparency and integrity that have been the cornerstone of our success.

Delivering on our 2024 objectives

In my 2024 Transparency Report, I emphasised our continued focus on quality and exceptional stakeholder experience. Our commitment to these objectives was emphasised by the restructuring of our governance and quality activities. This focus saw some changes in our senior leadership including Hemen Doshi taking over as Audit Compliance Principal and our appointment of Atul Atri as Head of Quality, Compliance and Regulatory, a new role for our Firm. We also restructured and refocused our Executive and Operational Boards.



As a Firm, we have invested significant time, energy, and financial resources as we continue to focus on our objectives of improving quality and exceptional stakeholder experience in a challenging and dynamic environment.

We have taken stock of our systems, procedures and, most fundamentally our quality culture. To improve how we communicate, share business intelligence and support our clients and each other we have embarked on a program to enhance our systems which also saw the appointment of the Firm's first Chief Technology Officer, who brings a new perspective to how we use our technology and data.

We have continued to enhance our methodologies, train our people and implement a range of quality monitoring activities. As part of these activities, we have continued our engagement with the Financial Reporting Council ("FRC") and value their feedback.

Although this investment is starting to pay dividends, as shown through our external cold file review gradings, there is more to be done, particularly with respect to our approach to Public Interest Entity audits. Atul comments further on this on page 20. However, we have made strong progress, and I am confident we have laid strong foundations to support future success.

Another key achievement we made in 2024, of which I'm particularly proud, is that we achieved B Corp certification, a milestone that brings together all the impactful work we've been doing across our team, clients, community, and environment. This certification reflects our holistic approach to business that considers the wellbeing of all stakeholders.

By meeting rigorous standards of social and environmental performance, accountability, and transparency, we've joined a global community of businesses using their influence to create positive change. Being B Corp certified also demonstrates our commitment to continually improve our practices and impact.

As we move forward, this certification will guide us in fostering innovation; attracting talent; better understanding our environmental impact and where we can continue to improve; how we can better service our communities; and how we can deepen our relationships with clients who share our values. Read more about the progress we are making on page 25.



2025 challenges, opportunities and priorities

We continue to live in uncertain times with challenges coming from a number of directions including the on-going geopolitical tensions through conflict and the possible escalation of a trade war as various countries explore the use of tariffs.

These geopolitical challenges compound our domestic challenges. Since I took on the role of CEO, we have had a new government in the UK which has brought about various changes to the tax regime that are proving difficult for many businesses. The economic environment remains difficult and the availability of debt and government support in the small and medium-sized enterprises (SMEs) market continues to stifle growth and M&A activity.

Despite these challenges we will be there for our current and prospective clients to make sure they have robust and reliable opinions and advice to be able to make effective business and personal decisions. For this reason, our objective of enhancing the Firm's quality remains unchanged and we will continue to invest in our people and infrastructure.

Since the date of our last Transparency Report we have reviewed and fine-tuned our Vision and Strategy and have clear 10-year, three-year and one-year goals which are centred around continuing to improve the quality of output, service and experiences delivered to our clients and community.



We have clear goals which are centred around continuing to improve the quality of output, service and experiences delivered to our clients.

Our Transparency Report covers the year ended 31 December 2024 and is designed to explain our:

- legal structure and ownership;
- governance structures;
- quality control systems and assurance programmes and practices; and
- leader-to-leader culture underpinned by supporting and developing our people.

These foundations are in place to maintain our independence and ensure we comply with all applicable audit and ethical standards to deliver high-quality services in all areas.

Amongst some of this gloom, there are reasons to be positive. We do welcome the new government's commitment to revitalise the previously stalled initiative on audit and corporate governance reform. We also welcome the FRC's recent announcement on supporting SMEs to gain better access to the audit market. As ever, the devil will be in the detail, but this is a positive step forward.

In short, 2025 will be a year of progression in quality systems and processes, consolidating the progress made with a focus on consistency and continuing our measured implementation of technology solutions to enable this progression.



CARL LUNDBERG
CEO OF GERALD EDELMAN



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1. Gerald Edelman in overview

Below is an overview of the legal, constitutional and regulatory matters relevant to our Firm.

Legal structure

Gerald Edelman (“the Firm”) is registered in England and Wales as a Limited Liability Partnership (“LLP”) under registration number OC435604. Our registered office is 73 Cornhill, London EC3V 3QQ.

Ownership

The Firm is owned and operated by its 23 UK members, including a significant participation from ETL Global Group.

The Firm’s 23 UK members (Partners) are comprised of 21 LLPs and two limited companies. Each LLP is individually controlled by the partners, who provide Professional Services to the Firm.

ETL Global Group holds a significant interest in the Firm, and is a Professional Services (Tax, Legal and Audit) firm headquartered in Essen, Germany, with more than 50 years of history and a SME focus.

ETL has grown to more than 1,000 tax and law professionals, accountants and auditors, as well as business consultants. Several of these firms are based in the UK, however, each firm operates independently. The Firm is actively implementing measures to ensure compliance with the forthcoming changes to Audit Regulations, effective from 1 April 2025.

Governance and leadership

The Firm is exempt from the requirements of the FRC’s Audit Firm Governance Code (the “Code”). While exempt from applying the Code, we seek to apply the principles where possible, on a proportionate basis, reflecting the size of our Firm and the sectors we operate in.

The Firm is led by our CEO, Carl Lundberg, with support and oversight by Richard Kleiner as Chairman.

Carl is supported by an Executive Board and Operational Management Board – together, they are responsible for the governance of the Firm and ensuring its Professional Services are delivered to a high quality and serve the public interest.

Further details about the Firm's governance and leadership and the committees that support the Executive Board are set out on page eight.

Regulation

As a professional accountancy practice providing our chosen marketplaces with a full and quality service offering, we are subject to a number of key sources of regulation which are fundamental to our business.

Institute of Chartered Accountants England & Wales

The Institute of Chartered Accountants England & Wales ("ICAEW") is the principal professional oversight body that monitors the majority of the professional services we deliver and ensures compliance with their Code of Conduct for accountants in practice. The ICAEW pays particular attention to audit quality and periodically monitors our non-public interest entity ("non-PIE") audit engagements.

The Firm is Designated Professional Body ("DPB") licensed by ICAEW as well.



Carl is supported by an Executive Board and Operational Management Board – together, they are responsible for the governance of the Firm.

Financial Reporting Council ("FRC")

As reported last year, we have been admitted to the FRC's register of authorised PIE auditors. As a condition of this registration, we are subject to additional engagement level and firmwide quality monitoring to ensure we comply with the relevant laws, regulations and quality standards applicable to PIE audits. Atul comments further on this on page 20.

The FRC has also issued an Ethical Standard which is applicable to all registered auditors. We have updated our policies and procedures to ensure compliance with the most recent edition which came into effect in December 2024.

UK Company Law

As statutory auditors in the UK we are also required to adhere to a range of provisions set out in the Companies Act regarding our rights, duties and eligibility.

Our business

As an established practice with nearly 80 years of history, we support and advise a range of business segments, from individuals, not-for-profit, owner-managed businesses and inward investors to listed companies, including PIEs.

Our principal services include Audit, Accounts and Tax Compliance, Corporate and Personal Tax Consultancy, VAT Advisory, Payroll, Company Secretarial and Corporate Finance. We also have a strong focus on beyond Compliance Services – those that enhance our relationships with clients and mean we can support them throughout their business lives. These include HR, International Tax, Business Advisory and Wealth Management.

Gerald Edelman Wealth Limited ("GEWL") is a wholly-owned subsidiary which provides Wealth Management Services, providing clients with Financial Planning and other services when required. GEWL is an appointed representative of Best Practice IFA Group Limited which is authorised and regulated by the FCA. GEWL is on the FCA register.

Our values

At Gerald Edelman, our purpose is clear: we are focused on providing objective and robust opinions and advice that have regard to the interests of key stakeholders and help business leaders deliver their business strategy. Our passion lies in doing good business with good people, which forms the foundation of our approach to every client and team interaction. This commitment to excellence and ethical practices drives us to continually improve and deliver exceptional value to our clients and stakeholders.

Our values are the cornerstone of our identity and guide our actions in every aspect of our work:

- We are obsessed with quality, striving for the best outcomes, service, and expertise in our field.
- We are entrepreneurial, which is reflected in our 'can-do' attitude, enthusiasm, and resilience.



- We are collaborative, working closely with each other, our clients, and our community. Through this collaborative approach, we challenge ourselves and others to continually improve and achieve greater success.

These principles – our purpose, passion, and values – are not just words on paper, but the living, breathing essence of Gerald Edelman. They shape our culture, drive our decisions, and ultimately define the positive impact we strive to make in the business world and beyond.

Corporate social responsibility

For all at Gerald Edelman, ethics is not just a compliance obligation we adhere to when delivering our professional work. We are acutely aware of the impact we have on our people, clients, community and planet, recognising the importance of doing the right thing for a sustainable future.

Some brief soundbites on our Corporate social responsibility (“CSR”) include the following:

- Committed to doing good business: In 2024, we became a B Corporation, joining a movement of businesses committed to positively impacting all stakeholders – our team, our community, our clients and our planet.
- We believe our growth must be achieved sustainably and in a way that is not damaging to the environment around us. Looking back on our previous commitments, we are pleased to be able to report that we have:
 - Achieved zero waste to landfill through our work with First Mile.

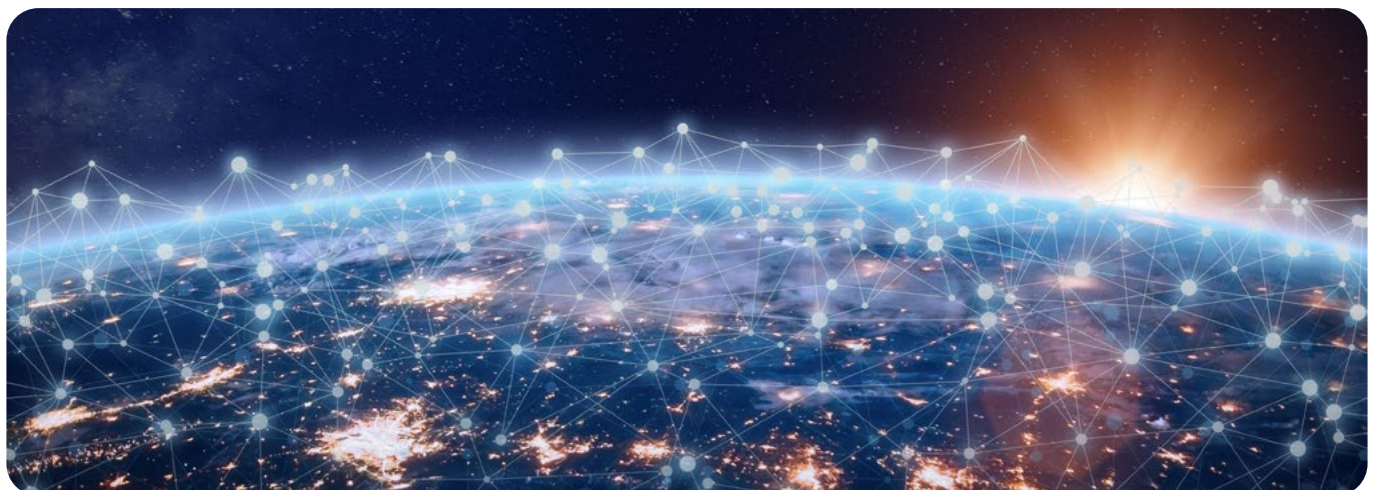
- Beaten our target of reducing scope two emissions through switching to renewable energy suppliers.
- Implemented a supplier due diligence process to assess suppliers on their Environmental, Social, and Governance (“ESG”) practices which will allow us to reduce our scope three emissions.
- We continue to support good charitable causes. In 2024, we continued our partnership with London Youth. We raised £3,255 for London Youth, volunteered 106 hours and hosted two employability days, welcoming 17 young people to our offices.

Further information on our CSR activities and goals is set out on pages 25–27.

International

In addition to our ownership relationship with ETL (above), the Firm is a founding member of XLNC, an international alliance of independent professional service firms. Through our active participation in XLNC, we can connect people and businesses to 112 professional services firms that are each regarded as leading practices in their respective countries. XLNC supplements the services already available to clients at the Firm, ensuring any plans for international expansion are well supported.

There is no common control, ownership or strategy across the XLNC member firms, and XLNC is not aimed at cost or profit-sharing across its members. Therefore, XLNC is not a “network” as defined in the Statutory Auditors (Transparency) Instrument 2008.



2. Governance and leadership

Good governance and effective leadership are cornerstones of a high-quality professional practice, particularly in an increasingly complex world.

Governance and leadership set the tone of our Boards, Committees, and Service line leaders, which ultimately cascades down to all of our people and our suppliers. Good governance and effective leadership underpin the delivery of high-quality advice and opinions that are aligned with the wider public interest; this is good for business and the long-term reputation of our Firm.

The Firm is exempt from the requirements of the FRC's Audit Firm Governance Code. While exempt from applying the Code, we seek to apply the principles where possible, on a proportionate basis, reflecting the size of our Firm and the sectors we operate in.

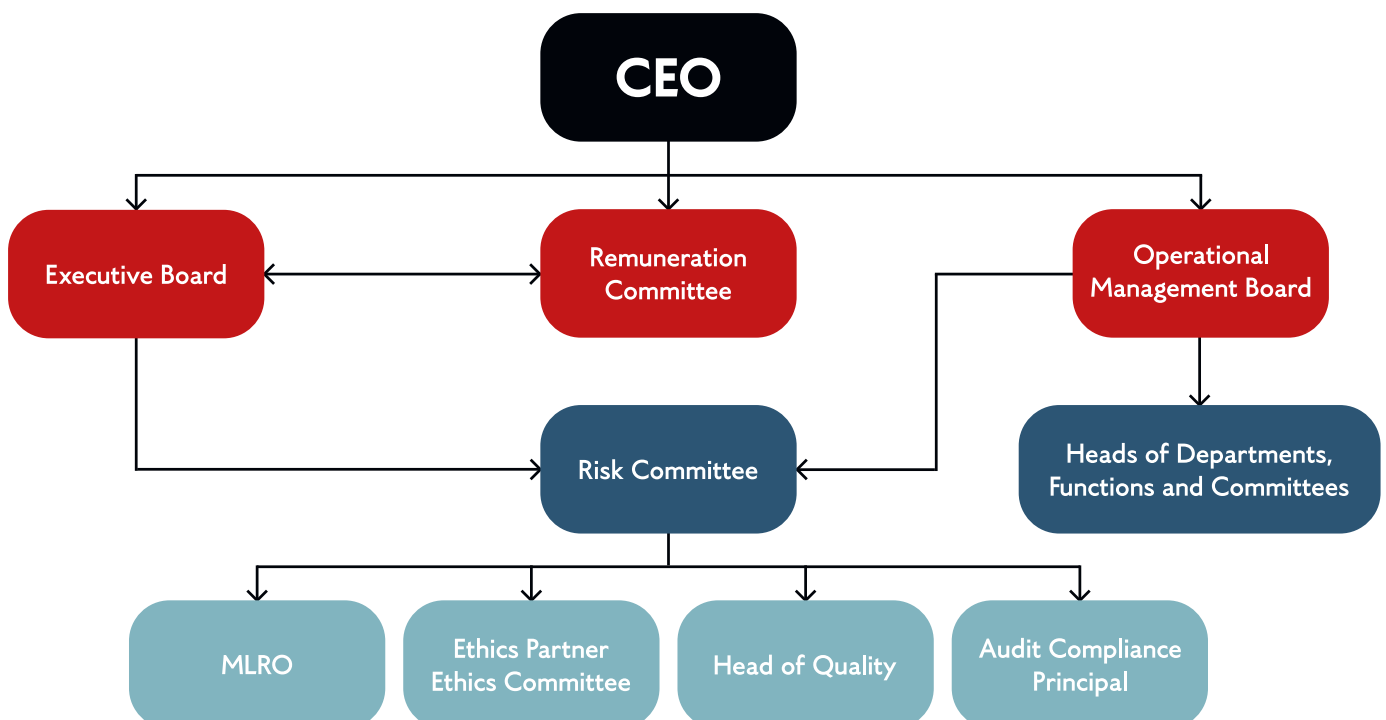
We continue to grow and evolve our governance and leadership to respond to changes in our business and best practices and ensure we have a sustainable practice for our current and future partners and team.

Carl Lundberg, BSc (Hons), Fellow Chartered Accountant (FCA, ICAEW), Business and Finance Professional (BFP) and Member of Academy of Experts (AMAE), is our CEO and is supported by the Executive and Operational Management Boards – together, they are responsible for the governance of the Firm and ensuring its Professional Services are delivered to a high quality and serve the public interest.

The Executive and Operational Management Boards have delegated certain activities to other committees, sub-committees and key postholders. Providing additional oversight and being able to share a wealth of experience is our Chairman, Richard Kleiner.

An overview of our governance arrangements is set out below.

ORGANISATIONAL CHART





Chairman

The core objectives of the Chairman are being:

- the Firm’s figurehead, flying the flag of the Firm;
- a critical confidant to the CEO – assisting and encouraging by providing candid and constructive advice;
- an experienced business adviser to the Firm’s Operational Management Board;
- a mentor to partners and staff; and
- a business development champion, sharing strategic ideas.

CEO

The core objectives of the CEO are:

- to lead by example and set the tone and culture of the Firm, which is to act professionally, objectively and sustainably deliver high-quality Professional Services;
- to work collaboratively with fellow senior partners, providing support and constructive challenge to ensure leadership is always acting in the public interest and aligned with the success and good standing of the Firm;
- to be responsible for the enablement and delivery of the Firm’s strategic plan as agreed periodically with the partner group; and
- to be an ambassador for and the public face of the Firm in the business community and when dealing with regulators.

Should a matter arise which gives rise to a conflict of interest for the CEO, they will not be permitted to opine, direct or conclude on that matter. The matter will be dealt with by the Executive Committee in consultation with the Chair of the Risk Committee.

Executive responsibilities:

Executive Board

The Executive Board is made up of three partners: Richard Kleiner, Deval Patel and Carl Lundberg.

A key element of the Executive Board’s activities is being responsible for the Firm’s overall System of Quality Management (“SoQM”) – necessary to ensure ongoing compliance with ISQM1.

Although operational responsibility has been delegated to the Firm’s Head of Quality, Atul Atri, the Executive Board and the Audit Compliance Principal (“ACP”) reviews, challenges, and when satisfied, approve:

- the Firm’s quality objectives and associated risk assessment;
- the proposed responses to the assessed risks as embedded in the Firm’s SoQM;
- the proposed monitoring plan;
- proposed remedial action (when necessary);
- interim and annual evaluation of the Firm’s SoQM, and
- evaluation of the Firm’s monitoring and remediation activities.

Operational Management Board

The OMB is made up of three partners – Carl Lundberg, Hemen Doshi, and Nick Wallis and Firm’s Chief Operating Officer and Chief Technology Officer. They are responsible for evaluating and making key operational decisions based on a combination of management information provided by key sub-committees and other key postholders who report to the OMB.

The OMB also discusses and evaluates emerging opportunities. To support the OMB in making effective and informed decisions, they have access to a range of internal and external specialists, who can provide expert views on matters arising.

Remuneration Committee

The Remuneration Committee is comprised of the members of the Executive Board, who with input from the Head of Quality and Risk, appraise the performance of all partners in the Firm. In their appraisal of the Firm’s partner group, the Remuneration Committee considers:

- individual contributions to the Firm and the Firm’s clients;
- the quality of their work, based on reviews of the work performed (cold file reviews), Engagement Quality Review (EQRs) and regulatory feedback;
- balanced scorecards – financial metrics, team and self-leadership skills, positive behaviours and culture; and,
- behaviours that complement the Firm’s Purpose, mission, Vision and values.



The Risk Committee is chaired by Atul Atri and comprises of Executive Board members and other senior partners of the Firm.

Risk Committee

The Risk Committee is chaired by Atul Atri and comprises of Executive Board members and other senior partners of the Firm. The principal activities of the Risk Committee are:

- To independently and objectively support the CEO in managing the Firm’s risk exposure, be it commercial or other operational business threats.
- To evaluate the Firm’s ongoing compliance with the specific laws and regulations relevant to the PIE segment and evaluating our acceptance and continuation decisions in respect of engagement opportunities.

In addition to its own horizon scanning, the Risk Committee works closely with key committees and strategic posts to ensure it is aware of reasonably probable threats which could adversely impact the Firm commercially and reputationally, and in respect of its overall quality objective.

Heads of Departments

Each service line is led by a partner with deep-rooted experience and a passion for quality, growing their teams and delivering exceptional client service. Each Head of Department has a responsibility to:

- communicate and reinforce the quality culture of the Firm across their team;
- perform horizon scanning of emerging issues relevant to their service line;
- ensure:
 - their teams understand and adhere to the Firm’s SoQM;
 - the Risk Committee is kept up to date proactively on any topical and emerging issues;
 - their teams only take on work within the Firm and their personal skill set and capacity; and
 - the team has the required resources (people and other) to properly complete their engagement obligations.



Heads of Functions

The Firm's Governance and Leadership team require timely access to reliable management information.

Key central service champions across HR, Marketing, Technology and Finance report to the Operational Management Board on performance against targets and other agreed metrics.

Money Laundering Reporting Officer ("MLRO")

During the year Amal Shah took over as our MLRO. This is a legally required role to ensure ongoing compliance with our obligations under the Proceeds of Crime Act. Amal ensures the Firm's policies and procedures are up-to-date and consistent with relevant laws, regulations and best practices.

Alongside that, regular updates are shared with partners and staff. Amal is also available to partners and staff to discuss any matters arising to help them understand what required actions may be needed.

Ethics Committee

Our Ethics Committee is chaired by our Ethics Partner, Richard Kleiner, and is comprised of our CEO, Head of Quality, ACP, Deputy MLRO and MLRO.

The principal terms of reference of the Ethics Committee are:

- ensuring the Firm has an appropriate ethics policy and framework in place which ensures compliance with the relevant ethical requirements;
- periodically identifying and considering changes in ethical requirements as issued by the ICAEW and FRC, impacting each key service line and the practice as whole;
- providing guidance notes to ensure the relevant service lines are up to date with respect to changes impacting their service line and complementary areas;
- setting up a mechanism to transparently deal with ethical queries, including maintaining the register of queries raised and how they were resolved;



- maintaining the breaches register and reporting breaches to the relevant competent authority;
- working with the Head of Quality to ensure the Firm's quality control procedures comply with all relevant standards including ISQM1; and
- considering the output from the annual monitoring programme and making appropriate remediation actions.

An overview of the Firm's ethics and independence policies and procedures is set out on page 15.



Amal ensures the Firm's policies and procedures are up-to-date and consistent with relevant laws, regulations and best practices.

Head of Quality

Atul Atri, has established himself in this new role for the firm and has the specific objective of ensuring the Firm has a set of policies and procedures in place that are aligned with the requirements of ISQM1.

The current core focus of this role remains our Assurance and Advisory Services, specifically relating to Statutory Audit and Assurance Services. Alongside that, a project has commenced to put processes in place to measure, monitor and improve quality across all departments, functions and service lines.

Atul also works with Heads of Departments and Functions to share best practices and support service line initiatives.

Atul is responsible for the operational responsibility of the Firm's SoQM, as agreed with the Executive Board, and for ensuring an effective monitoring and remediation plan is in place.

Audit Compliance Principal

Hemen Doshi is our Audit Compliance Principal, a role that is formally required under our audit registration with the ICAEW. For reasons of consistency, effectiveness and efficiency Hemen is also our lead contact with the FRC's PIE Registration team. As ACP, Hemen works closely with the Head of Quality to:

- ensure the Firm complies with audit regulations;
- promote and reinforce the need for consistent and sustainable delivery of high-quality auditing with regard for the wider stakeholder and public interest;
- ensure the audit service line has appropriate resources in terms of staff numbers and technical and sector expertise;
- ensure audit teams embrace and exhibit a culture of scepticism and challenge;
- ensure the Firm has an audit methodology which is up to date; and
- implement appropriate policies, processes and safeguards to ensure International Standards on Auditing ("ISA"), the Ethical Standards and any additional procedures are followed.

An overview of how we deliver high-quality audits is set out on pages 18-23.

The effectiveness of each senior post holder within our governance and leadership structure and the committees is subject to annual evaluation. In 2024, we implemented and completed a formal annual evaluation process that seeks to ensure a consistent and objective approach.

The activity includes a self-appraisal by all partners that is appraised by the senior leadership team. A core consideration is the promotion of quality and tone from the top. The output of this activity is considered by the Remuneration Committee when recommending future rewards for the leadership team (and all of our partners).



3. Our resources

In an increasingly complex business and regulatory world, the level of resources we need to deliver high-quality advice and opinions continues to evolve. The pace of change is unabating, with advances in technology and delivery platforms. These provide fantastic opportunities, but also threats.

As a professional services firm, it remains the case that people are the heart of our business and our clients value personal interactions. However, our people need access to resources. To get the best out of our resources, it is essential we invest in technical, practical and soft skills training.

Our people: our greatest asset

Our people are our greatest asset, and we recognise the important part they play in the affairs of our clients and how their time at work is a big part of their lives. We want our people to have a career and life at Gerald Edelman that is rewarding and enriching.

In 2024 we had a total of 41 new joiners across the team.

Our investment in our people starts at the recruitment phase, making sure there is alignment of skills and values. We see this as crucial to building a cohesive team with diverse views and ideas and maximising value to our Firm, clients and their stakeholders.

As reported last year, our business continues to grow and our need to attract and retain high-calibre people remains important. While some of the resourcing challenges we reported last year have abated, there remains a skills shortage across the profession.

For those people we already have and attract, there is an ongoing need to refresh their skills, whether it is for changes in laws and regulations, or to adapt to new and emerging technologies. This is why our Purpose is so important to us – to create an environment where people want to come to work, be valued and grow. We have a Talent Committee within our Firm whose main purpose is to attract, nurture and retain talent.

In 2024 we began developing our leadership team by providing quarterly training sessions focusing on soft skills. We have covered topics such as: neurodiversity, sexual harassment and guidance around performance management amongst other essential soft skills.

There is no overnight solution to the profession's resourcing challenges. Therefore, we have retained our multi-layered response. Dealing firstly with the medium term, we remain focused on the importance of growing our future talent. We have an active apprenticeship program attracting graduates who are supported throughout their training contracts and post-qualification. We have several senior managers and partners who have come through this route.

In addition, we offer agile working so we can appeal to a more diverse cohort of experienced professionals who may otherwise feel uncomfortable returning to work in the traditional practice setting. As an example of the above, we have introduced our core working hours policy, which allows the team with prior approval to work different hours where possible providing they are working between the core hours of 10am – 4pm. We also have an active lateral hire campaign, with several successes attracting great people with different perspectives who add to our professional gene pool.

Complementing these activities and adding additional resilience, we have partnered with specialist service providers who can provide additional resource demand on a remote working basis. We carry out due diligence on such service providers, and the people they provide are subject to a formal induction process, ensuring they understand Gerald Edelman's values, quality objectives and working practices. Furthermore, all such people are subject to the same quality monitoring, ethics and confidentiality obligations as the rest of the Gerald Edelman team. The success of this solution is measured by the fact our clients have not noticed a difference.

As we continue to invest in our people, we have achieved major successes throughout the Firm. We have implemented a variety of initiatives including summer Fridays, the Mental Health Committee and new joiner inductions, to further enhance the employee experience and engagement. We also have a number of committees people can join across areas such as sustainability, plus social events and the Talent Committee, which focuses on implementing processes to develop and retain high performers within the Firm.

In our employee engagement survey conducted in October 2023, employees were asked to describe the Firm's culture. Among the responses, some of the most commonly used words were "friendly", "supportive" and "inclusive". Employees rated their work-life balance as 7 out of 10 on average.

Our latest employee engagement survey from 2024, remained consistent with the above. The most common words used to describe the culture still remained as "supportive", "team oriented" and "inclusive." This is also reflective in our new initiatives for example 'coffee catch ups'. The coffee catch up initiative was introduced to connect individuals across the Firm from different departments and backgrounds to help establish a wider employee community. In the first month the initiative had 33 signs ups and has since grown each month with more members wanting to join.

Supporting and growing our people

The working world can throw many challenges at people. We also recognise that people have a life outside of work which can create its own challenges. The wider world is probably the most unstable it has been for some time. Against this backdrop, we want Gerald Edelman to be a safe place where people want to come to work and know they will be supported and respected by their colleagues and be able to realise their ambitions, no matter how big or small. Everybody contributes, and we are stronger together.

Quality and rewards aligned

All personnel

We have a well-defined and clearly communicated set of values where quality is central and non-negotiable.





Regardless of experience and seniority, we encourage all staff to embrace, live, promote and adhere to the Firm's values and the policies and procedures that have been developed to support their delivery. Our appraisal framework rewards those who follow our values and consistently deliver high-quality work through career advancement, appropriate bonuses and other recognition.

Our routine quality control procedures, supported by our monitoring and remediation activities, seek to be proactive and identify issues before they become problems. This allows partners and our wider team the opportunity to resolve issues in good time and learn from feedback.



Our people are our greatest asset, and we recognise the important part they play in the affairs of our clients and how their time at work is a big part of their lives.

However, where we identify instances of persistent non-compliance or non-adherence to our values, policies and procedures, it remains a feature of the contract of employment and partnership deed that proportionate action may be taken to address and make sure rewards and quality are aligned.

Partner remuneration

Partners are remunerated according to a number of factors. All partners' remuneration is based on a minimum (notional) salary with a discretionary award, while full equity partners' remuneration also includes a profit share based on a points system. The Firm's Remuneration Committee, with input from the Head of Quality, determines the discretionary amounts payable to all partners.

The Firm recognises the importance of audit quality. As a result, when awarding a discretionary bonus to the Audit Partners, the Remuneration Committee takes the results from regulatory inspections and cold file reviews relating to the Audit Partners into account.

The Firm considers that no partner or team remuneration is contingent upon any basis that would compromise the independence of any audit, including the sale of Non-Audit Services.

Diversity and inclusion

Gerald Edelman continues to maintain a balanced workforce, with 45.5% female representation. In 2024, the firm had 54.5% male and 45.5% female employees, compared to the previous year's ratio of 50.4% male and 49.6% female.

The total number of managers has increased from 43 to 46, indicating growth within the Firm. Importantly, the number of female managers has also increased from 16 to 18, showing continued opportunities for women to advance into leadership roles.

Of the partner group there are three females and 19 males, ensuring diverse perspectives are included in high-level decision-making processes.

Other 2024 achievements:

- ☆ Updated our policies around unacceptable behaviour.
- ☆ We have created a strategy and action plan for the short, medium and long term. Within our short term plans we have created an initiative calendar to celebrate and acknowledge DEI related events across the year. We have also included DEI topics going forward on our quarterly managerial training.

Other resources

To support our personnel in delivering their roles as effectively and efficiently as possible, we invest in appropriate technologies and intellectual resources.

Our IT team has grown with the addition of a new Chief Technology Officer (CTO), who alongside the IT and Innovation Committee, is overseeing all strategic and operational aspects of IT and innovation, as well as managing external relationships including those with service providers.



4. Ethics and independence

Our advice and opinions are only as good as our demonstrable objectivity. In early 2024, we completed the rollout of our revised ethics policies and procedures and implemented a new system for logging and monitoring ethical queries and potential threats to independence and objectivity. These revised policies and procedures are embedded in:

- our overarching quality management manual;
- a new and comprehensive ethics manual;
- acceptance and continuance procedures; and
- a refreshed gifts and hospitality policy.

The core principles of our revised policies and procedures are to ensure the Firm maintains independence from its clients, and that any actual or potential conflicts of interest are dealt with appropriately and on a timely basis. We adopt a hybrid approach which considers not only the application of specific rules and guidance in the Ethical Code, but also the application of the “objective, reasonable and informed third party test.” This investment meant that our firm was well placed to respond to the new changes included within the FRC’s 2024 revised Ethical Standard.

Key elements of our policies and procedures

Understanding

All our partners and personnel are required to:

- attend annual ethics training; and
- complete an annual declaration confirming their independence and continued understanding of the Firm’s current relevant policies and procedures.

Where circumstances are identified that impact their independence (or have the potential to), these are reviewed by ACP and escalated as necessary to our Ethics Committee for consideration and direction on required actions. This consideration can trigger a formal consultation exercise.

Acceptance

When approached to act for a new prospective client or provide additional services to an existing client, our team is required to complete an opportunity evaluation form which considers a number of key factors, including independence and objectivity.



A formal conflict check is performed, and evidence is retained should the opportunity progress.

Where additional services are being provided to an existing audit client:

- the Audit Engagement Partner must be consulted and give their approval; and
- a cross-check is made to ensure there are no prohibited services or the resulting non-audit to audit fee ratio (having regard to all other Non-Audit Services) does not fall outside a reasonable benchmark.

Continuance

Embedded within the Firm's audit methodology is a requirement for Audit teams to reassess independence at the pre-planning phase of every audit. This includes considering whether any Non-Audit Services provided by the Firm to audit clients may have an adverse impact on our actual or perceived independence and need to be agreed with the Audit Engagement Partner before any work is undertaken.

Transparent policies and effective consultation

The ethical standard can be complicated to navigate. We have developed our own simplified policies on key issues over what we consider to be prohibited non-audit services, acceptable ratios of non-audit to audit fees, when contingent fees may be acceptable and regarding what are acceptable gifts and hospitality.

Central to these policies is the need for our teams to look at the bigger picture, and specifically all entities and people material to an engagement and the perspective of the "reasonable and informed third party".

Should there be a risk that these policies could be breached, teams must escalate the matter to our ethics team. We have developed a digital tool to aid consultation and to track the status of issues and to be alert to thematic issues.

For more judgmental matters our ethics team can convene a meeting of the Ethics Committee and, if needs be the Risk Committee. Compliance with these key policies and procedures is an integral part of each team member's annual appraisal and can impact on their level of remuneration.

Rotation

The rotation of Key Audit Partners and people is conducted in accordance with the requirements of the Ethical Standard, including rotation of Audit Engagement Partners on listed company audits every five years and Engagement Quality Reviewers every seven years.

In addition, where a manager has been involved in the audit of a listed company for seven years or more, consultation with the Ethics Partner is required and either suitable safeguards are put in place, or the manager is rotated out of the audit.

The Audit Department assesses the Audit Engagement Partner and Engagement Quality Reviewer rotation at least annually, as part of the audit planning procedures. Where applicable, threats are reviewed, and appropriate safeguards are put in place to address the threats or reduce them to an acceptable level.

Breaches

Where breaches are identified, full disclosure is provided when required. Furthermore, we perform a root cause analysis to learn from the findings.

Effective communication

Independence is not a unilateral decision. Even if we consider that we can reduce the impact of any potential threats to an acceptable level to allow us to act, we respect the views of our clients.

We have improved how we communicate actual and perceived independence threats to our clients and engage with them on whether it is appropriate to act and the effectiveness of any proposed safeguards we intend to implement. If neither we nor our client can get comfortable, we will not act.



We have improved how we communicate actual and perceived independence threats to our clients.

A portrait of Hemen Doshi, a middle-aged man with short dark hair, smiling. He is wearing a dark blue blazer over a white collared shirt. The background is a blurred indoor setting with warm lights.

Hemen Doshi

Hemen Doshi, Audit Compliance Principal

5. Audit governance and delivery

As I noted last year, we are passionate about quality, it's good for our clients, their stakeholders and our business.

We reinforce the need for the sustainable delivery of high-quality audits that have regard to the public interest throughout all our activities and people engagement to ensure it's embedded in our culture of quality.

2024 was my first year as Audit Compliance Principal and the partner responsible for the Firm's FRC PIE registration. This is a demanding, but exciting role and requires close collaboration with my colleague, Atul Atri, Head of Quality, Risk and Compliance.

2024 has been a year of consolidating and refining the initiatives we started to implement during 2023. Front of mind has been the feedback we have received from the FRC and the ICAEW's Quality Assurance Department ("QAD") to respond to their constructive feedback.

This has required that Atul and I have had to make a number of changes across the audit practice at a time when the audit environment is, itself changing. We have:

- Updates to our methodology
- Revised our appraisals process
- Provided targeted training
- Used our monitoring activities to provide a useful feedback loop.



We are passionate about quality, it's good for our clients, their stakeholders and our business.

I am grateful for the support and patience of my fellow partners, the audit team and our clients as we implement change. There is never a good time to change especially when there are so many other demands on people's time. However, this is a responsibility we are committed to.

While we have made some great progress as is reinforced through the results of some of our external monitoring activities, which Atul comments on in



more detail on page 20, there is still more to be done, particularly in relation to our PIE audits.

We endeavour to remain agile and innovative. The key to agility and an innovative mindset is being professionally sceptical and having the confidence to constructively challenge, internally and externally. These are attributes we require our audit teams to carry with them and apply – for example, just because we may have done something last year, that may not be sufficient to warrant repeating it this year.

The main pillars of our strategy for delivering sustainable audit quality are:

- robust acceptance and continuance procedures;
- engagement allocation;
- recruitment;
- Continuous Professional Development (CPD);
- aligning rewards and career advancement to quality (see pages five and eight);
- clear, practical and up-to-date audit methodologies;
- maintaining relevant technology and other intellectual resources to support audit delivery;
- a robust and supportive framework for facilitating consultation and resolving differences of opinion; and
- robust quality monitoring activities with a feedback loop, so we can recalibrate our policies and procedures as necessary.

In 2024, we have continued to implement updated guidance, along with refreshed policies and procedures, as necessary for the key pillars. Detailed information regarding these pillars can be found in our 2023 Transparency Report.

Technical and Training Committee (“TTC”)

To ensure the standard of audits, accounting and other technical areas are maintained at a high level and kept up to date, the Firm also has a Technical and Training Committee. The TTC has several members made up of partners and managers.

The TTC monitors the level of skill and knowledge across the Audit, Business Services and other

departments, and where relevant, arranges appropriate training. External professional training facilitators are engaged where it is viewed the necessary skills, experience or availability are not held internally within the Firm.

Public interest entity engagements

In recognition of the special needs of PIE audits and the associated public interest obligation, we established a specific PIE Committee in 2022 which is now a sub-committee of our Risk Committee.

The primary role of the PIE Committee is to ensure:

- all independence and ethical requirements specific to PIE audits have been adhered to;
- we only accept engagements where the Firm has the relevant expertise and resources;
- only partners and staff with the relevant skills, experience and quality rating are involved with PIE engagements;
- all enhanced quality assurance procedures relevant to PIE audits have been adhered to; and
- communications with those charged with governance are clear, relevant and consistent with the findings of the audit and compliant with the requirements of the International Standards on Auditing.

In addition, the PIE Committee is there to support its PIE Audit teams, ensuring they are free of pressures either internally or externally, so they can issue an appropriate audit opinion with confidence. Working with the Firm’s Head of Quality, the PIE Committee takes account of the findings from internal and external quality monitoring activities, and where appropriate, commissions a root cause analysis so appropriate remedial action can be taken. The PIE Committee is also charged with leading communications with the FRC.



We have continued to implement updated guidance, along with refreshed policies and procedures.



Atul Atri
Atul Atri, Head of Quality

6. Audit quality, monitoring and remediation

It has been an exciting and rewarding experience joining the firm in this transformational role and I am grateful to be part of the progress we have made since my arrival.

In my first year, I have reviewed the Firm's response to ISQM1 requirements, assessed the findings from the ISQM1 post-implementation review, and evaluated the results of both internal and external monitoring work. This process has allowed me to identify areas for improvement and gain an understanding of the remediation efforts that have been undertaken.

The Firm has made substantial progress, particularly in enhancing its quality, people, and infrastructure to support the sustainable delivery of high-quality audits. We've made progress in a dynamic



We are working to build a solid framework for long-term success.

environment, adapting to changing standards and evolving best practices while navigating a challenging market for the audit profession.

However, I recognise that some initiatives have taken longer to implement due to market constraints and resource challenges. Where desired changes could not be fully realised, the Firm has introduced alternative safeguards to ensure ongoing quality.

We have continued to be actively involved with the FRC's "Scalebox" programme, learning from the FRC's review of audit areas and applying those insights to enhance our audit work procedures. This ongoing involvement supports our commitment to continuous improvement, and I'm excited to continue contributing to and learning from this initiative.

While we've made progress, we know the journey to fully embedding these changes will take time. In 2025, my focus will remain on building upon the foundation, continuing to strengthen our infrastructure, enhancing our quality assurance measures, and ensuring that we remain agile in the face of evolving standards and market conditions.

We are working to build a solid framework for long-term success, and I look forward to the continued efforts to drive improvement.



ISQM1 update

As reported last year, like many firms, we were focused on reviewing the system of quality management as we transitioned to ISQM1 (and its sister standards ISQM2 and ISA 220).

Following our transition to ISQM1 in February 2023, we initiated an ISQM1 post-implementation review, which marked the beginning of our monitoring and remediation efforts.

The insights gained from this review, along with our 2023 year-end ISQM1 evaluation reporting, were instrumental in the formalization of our 2024 Monitoring and Remediation Plan (M&R Plan).

This plan was specifically designed to address issues identified in the 2023 assessment, support the implementation of new policies, and ensure we remain proactive in identifying and addressing emerging issues.

We have now substantially addressed all the key findings and taken the following actions:

- implemented a new quality management manual;
- revised our ethics guideline to align with FRC Ethical Standard 2024, along with associated reporting and consultation procedures;
- conducted a thematic review to assess the implementation of our ethics hub and our enhanced acceptance and continuance procedures;
- strengthened EQR policies and procedures; and
- formalised consultation and differences of opinion policies and procedures.

We have also trained our partners and team regarding the above.

Additionally, we have:

- expanded the annual ethical independence declaration to include confirmation that partners and the team are up to date with the Firm's policies and procedures;
- introduced root cause analysis, where significant issues are identified;

- ensured there is a feedback loop between monitoring findings and an evaluation of the effectiveness of policies and procedures, which will extend to the annual appraisal system to ensure quality and rewards are aligned;
- begun providing structured reporting to the Executive Board on ISQM1-related matters and what is being proposed to address any findings; and
- introduced an interim and annual evaluation of our system of quality management.



In 2025, my focus will remain on continuing to strengthen our infrastructure, and enhancing our quality assurance measures.

Quality monitoring and remediation

The Firm's audit quality is subject to internal and external quality monitoring. Internal quality monitoring takes place in respect of firmwide activities and at engagement level.

Earlier in this report, our ACP, Hemen Doshi, referred to engagement-level quality review procedures. Set out below are our firmwide activities and complementary engagement-level activities (with a focus on audits).

Firmwide

As part of our 2024 monitoring programme, we conducted thematic review in below areas, gathering valuable feedback to further refine our processes.

The effectiveness of these changes will be closely evaluated as part of our 2025 monitoring follow up, ensuring ongoing improvement and alignment with best practices.

- ethics and independence;
- training and CPD; and
- acceptance and continuance.

Engagement-specific

Under our cyclical review policy, all audit partners have at least one audit file inspected every three years. They will be inspected more frequently depending on the risk profile of their client base and a range of other criteria. In reality, as we embed quality across our practice, audit partners are being reviewed annually for the time being. To bring added objectivity to our engagement quality monitoring, we have engaged a leading external provider to undertake cold file reviews of our non-PIE audits. The results of their review activities and a comparison with the prior year is set out below:

Grade*	A	B	C	D	Total
2024	1	5	-	-	6
2023	-	3	1	2	6

*Grade classification

- A: Satisfactory
- B: Limited Improvement required
- C: Significant improvement required
- D: Unsatisfactory

We are delighted by the results of the external quality file reviews in respect of our non-PIE engagements. We will not be complacent and know more needs to be done and continue to target no C grades for 2025 and at least 1 A grade for 2025.

External Regulatory monitoring

The Firm is subject to periodic external monitoring by the Quality Assurance Department of the ICAEW and the Audit Quality Review ("AQR") of the Financial Reporting Council.

ICAEW - Quality Assurance Department

The Firm's last Audit and Practice Assurance reviews by the QAD took place in December 2022 and October 2021 respectively.

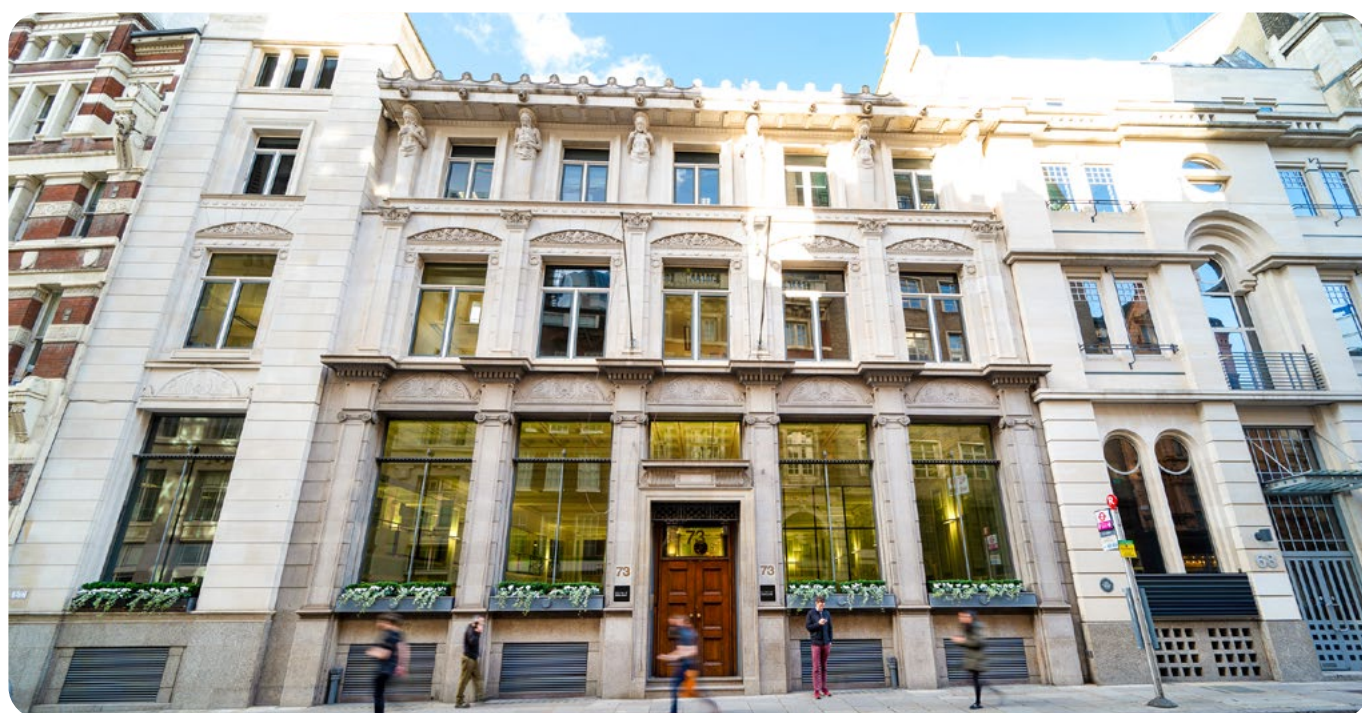
The results of QAD's most recent review activities in December 2022 showed that two of the files were concluded as 'good,' while two others 'needed improvement'. The results from our recent cold file review referred to above, indicated that we have responded to the previously identified findings.

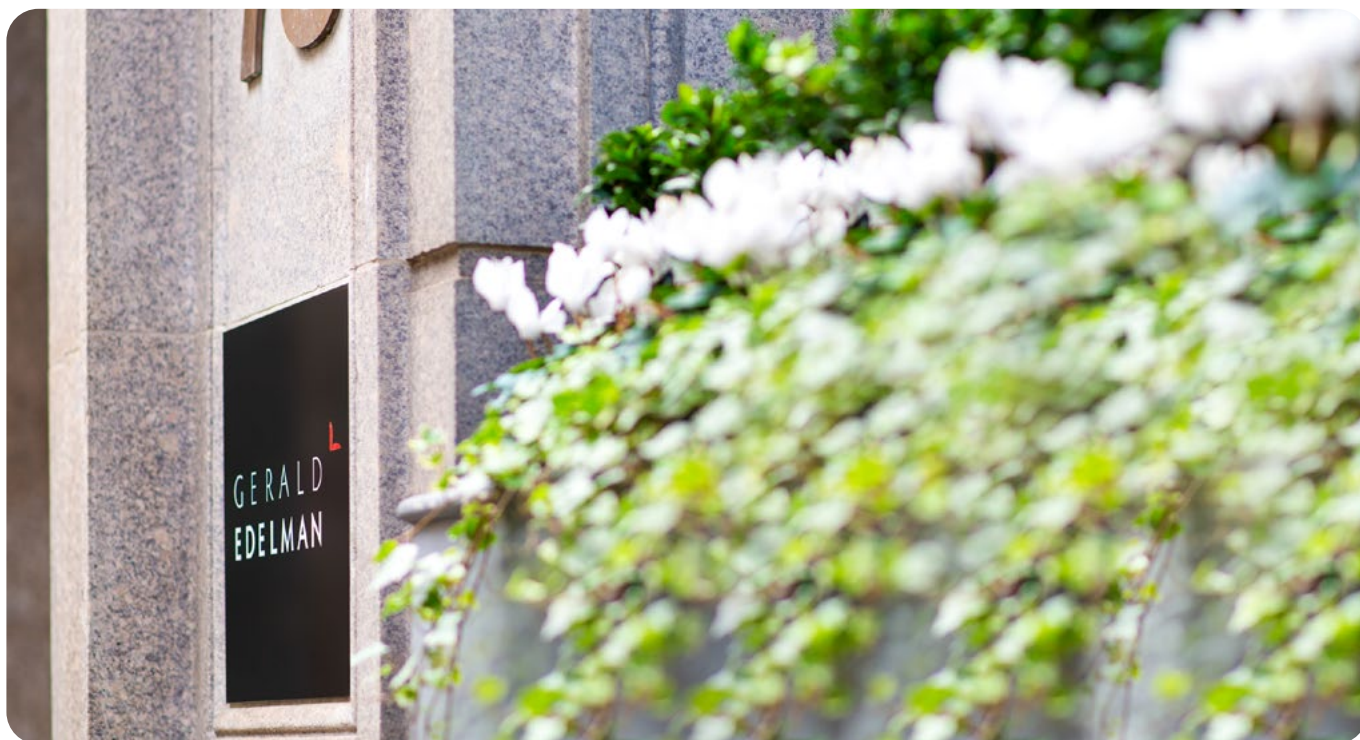
Our next cyclical QAD inspection is due in December 2025.

FRC Quality Review

Being a PIE-registered auditor with the FRC, we fall under their scope for PIE audit inspections. In 2024, we performed audits for 4 PIE companies, one of which was selected for inspection by the Audit Quality Review ("AQR") team at the FRC.

Although we received positive feedback from the FRC on the impact of a number of our responses to their





prior-year findings, which reinforces we are moving in the right direction, we were still graded 4 and remain in what is referred to as “constructive engagement”. We are of course disappointed by the overall outcome but take some comfort that there is evidence that our investment is starting to make a difference. This has not dampened our commitment to quality and the PIE segment, and we continue to invest in our people, audit methodology and quality monitoring. We are active participants in the FRC’s scale box program.

We have performed a route cause analysis of the FRC’s findings, provided feedback to our team and are recalibrating our response.

We have already run supplementary training sessions, updated elements of our methodology and are investing in IT solutions to support our quality objectives.

Statement on the effectiveness of the internal quality control system

As required by ISQM1, we performed an annual evaluation of the Firm’s system of quality management, relevant to audits, which was completed by 15 December 2024.

The standard gives three possible opinion options. After careful consideration of all available information, the Executive Board concluded the middle option was most appropriate, namely:

“Except for matters related to identified deficiencies that have a severe but not pervasive effect on the design, implementation and operation of the system of quality management, the system of quality management provides the Firm with reasonable assurance that the objectives of the system of quality management are being achieved”.

When arriving at this grading, we had full regard to the external cold file review findings and considered the following:

- The PIE segment represents a small percentage of the Firm’s audit practice.
- The results of our independent external quality review of non-PIEs was conducted on some engagements which were completed after the FRC’s inspection.
- We have delivered against many of our planned 2024 SoQM enhancements.
- With the exception of the FRC’s findings and one discrete non-systemic issue, our SoQM was operating as planned, and none of the identified deficiencies could be regarded as systemic and a threat to our quality objectives.

We are disappointed not to have certified the top opinion but consider this a fair reflection of the progress we have made.



7. Public interest audit clients

Public interest entities for whom the Firm carried out a statutory audit during the year ended 31 December 2024 are listed below. Where an audit client is a parent undertaking, the list excludes any of its subsidiaries.

- Wellington Pub Company PLC*
- Premiartel PLC
- Hydrogen Utopia International PLC**
- Gem Resources PLC (previously known as URA Holdings PLC)

Financial information

The transparency regulations require financial information to be provided that shows the importance of statutory audit work to the Firm.

The Firm's revenues from Non-Audit Services to audit clients include Accounts Preparation work for unlisted clients, Corporation Tax Compliance, Tax Planning, Payroll Services, Company Secretarial Services and general business and strategic advice.

When undertaking non-audit work for an audit client, the requirements of the Ethical Standards for Auditors and the Firm's acceptance procedures described above are applied before the work is accepted.

	31 December 2024 (£m)	31 December 2023 (£m)
Audit services	6.3	5.5
Non-audit services to audit clients	2.0	2.4
Non-audit services to non-audit clients	12.7	11.2
Total revenue	20.9***	19.1

* Wellington Pub Company PLC's 31 March 2024 yearend audit was the last PIE audit completed by the firm. The entity has delisted, and has ceased to be our firm's client.

** Hydrogen Utopia International PLC's 31 December 2023 was the last PIE audit completed by the firm. The entity has ceased to be our firm's client.

*** The revenue in this table does not include the revenue generated by Gerald Edelman LLP's subsidiaries amounting to £4.5 million, bringing the total revenue to £25.5 million.



8. Corporate social responsibility

We aspire to have a positive impact on our people, clients, community and planet. Our Corporate Social Responsibility strategy focuses on:

- improving the positive impact on the communities we live and work in through our charity initiatives and supporting our team with their own philanthropy;
- minimising our impact on the environment and inspiring stakeholders to be sustainable;
- the wellbeing of our team;
- Diversity, Equality and Inclusion initiatives to create an inclusive culture;
- developing partnerships with responsible suppliers and ensuring their ESG commitments align with our own; and
- continuous development of our governance and transparency.

B Corp Certified

In 2024, we became a B Corp Certified business. We are now one of over **2,000 B Corps** in the UK. This achievement reflects our commitment to balancing profit and purpose, and positions us among a global community of businesses that meet high standards of social and environmental impact.

Our journey to certification involved extensive evaluation: 150 questions, interviews, new policies, new initiatives. In total it took over 18 months. It required collaboration across all departments to

provide evidence of our practices and policies across five key areas: People, Clients, Community, Governance and Environment.

Focus on community

The Gerald Edelman Foundation's mission is to have a positive impact on children and young people, helping them reach new heights. We believe all children and young people should have access to the same opportunities and be given the very best chance to achieve their goals and aspirations.

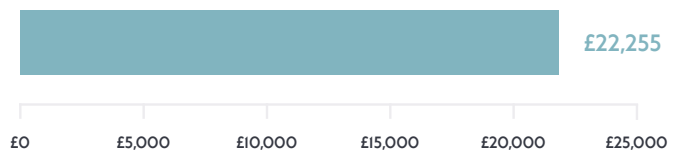
To achieve this mission, we support charities, through fundraising and volunteering, in and around our local community. These charities align to our mission and have been voted for by our team. Since 2022, we have supported London Youth.

In 2024, we raised £3,255 for London Youth, volunteered 106 hours and hosted two employability days, welcoming 17 young people to our offices.

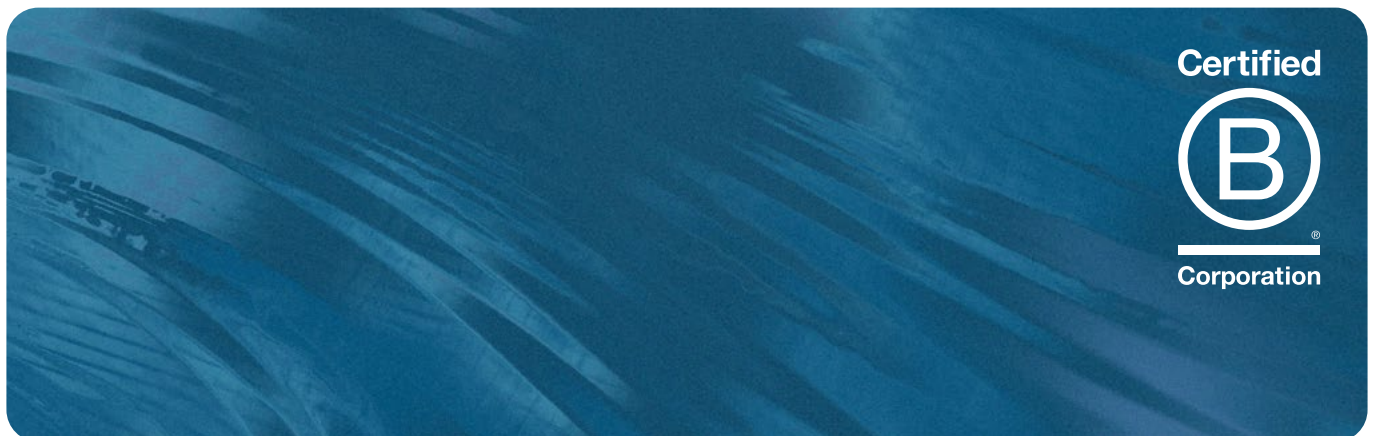
Our goals for 2025 are:

- To volunteer 150 hours.
- To bring 25 young people in for employability or educational days.
- To raise £5,000 for London Youth

The Gerald Edelman Foundation



Money raised for the GE Foundation since 2022



Focus on sustainability

Our objective is to lead the way to a more sustainable future, inspiring stakeholders to make changes that have a positive impact on the planet.

Our goals



Reduce scope one and scope two GHG emissions by 42% by 2030 (2021 baseline year), and to measure and reduce scope three emissions



Achieve zero waste to landfill



Reduce water usage by 3.6% per office annually. In line with UN's science-based targets

Successes 2024

★ **Scope one emissions exceed the Paris Agreement benchmark.** Our scope one emissions now solely relate to the topping up of refrigerants to our air conditioning units.

★ **Achieved our scope two emissions** reduction goal.

★ **Through our work with First Mile** we now undertake mixed recycling, food recycling, specialist recycling and have achieved zero waste to landfill.

Metric	FY2023	FY2024	Benchmark	Benchmark Achieved	Benchmark Met
CO ₂ e (Scope one)	23,090kg	23,090kg	24,690kg	<div style="width: 107%;"></div>	107%
CO ₂ e (Scope two)	1,970kg	3,410kg	2,110kg	<div style="width: 62%;"></div>	62%
CO ₂ e (Scope three)	399,800kg	458,970kg	427,620kg	<div style="width: 93%;"></div>	93%

Room for improvement

⬆ **Scope two emissions.** Despite reaching our science-based target, scope two emissions are above the Paris Agreement benchmark. Solution is to move to renewable energy suppliers for all offices, which we are in the process of.

⬆ **Scope three emissions** – core impact areas are purchased goods and services, business travel and employee commuting. We made a commitment to reduce scope three emissions and will therefore be reviewing how we can work more with our supply chain to reduce emissions from purchased

goods and services and ensure our travel policy is communicated to the team and referred to when considering any travel.

⬆ **Increase our recycling rate** through implementing new stations and promoting waste reduction within our team.

⬆ **Water usage has increased by 65 kgCO₂e.** Currently average water consumption per employee is used to calculate water consumption. This year we are working on obtaining more accurate data through our water supplier to give us a better understanding of our water usage. We then educate our team on ways to reduce water usage.



Diversity, equality and inclusion

We have a strategy to “create a culture of inclusion that is supported by fair decision-making”.

This means all employees should feel included – regardless of gender, ethnicity or any other characteristic – and objective and unbiased decisions are made in all areas.

To bring our strategy to life, these are some of the areas we are focusing on:

- ☆ DEI training for all leaders and team members;
- ☆ Building greater clarity into the promotion process;
- ☆ Analysing pay and team numbers across various grades, first by gender, with analysis using other characteristics to follow;
- ☆ Collecting data on and feedback from our team, so we can carry out further analysis using other demographics and measure the success of our policies going forward;
- ☆ Updating our policies around unacceptable behaviour; and introducing regular and informal HR clinics to give opportunities for open dialogue.

Progress 2024

- ↑ We have created a strategy and action plan for the short, medium and long term. Within our short term plans we have created an initiative calendar to celebrate and acknowledge DEI related events across the year. We have also included DEI topics going forward on our quarterly managerial training.
- ↑ Formation of a Women in Business internal network to encourage our team to connect, share ideas and support each other in their professional journeys.
- ↑ Updated our policies around unacceptable behaviour, see harassment and bullying policy.

Mental health and wellbeing

Gerald Edelman’s Mental Health Committee has a mission to make employee mental wellbeing a priority at Gerald Edelman through support, conversations, and actions.

Objectives

- ☆ Create a safe, honest and open space for employees to discuss their mental wellbeing.
- ☆ Be a consistent group within the Gerald Edelman culture that employees recognise.
- ☆ Start honest conversations around mental health and how we can support others.

Progress




- ↑ The Mental Health Committee work as a team to create a strategy that addresses any key concerns raised in our annual employee engagement survey, as well as any feedback we have received.
- ↑ Work Life Well also hosts quarterly workshops for our team on core issues, such as managing stress, sleep and nutrition and dealing with conflict etc.
- ↑ We have three trained Mental Health First Aiders at Gerald Edelman to support our team when they need it most.
- ↑ We also have a dedicated room in our office named ‘the wellbeing room’, a place for our team to de-stress or have a private conversation with a Mental Health First Aider.



Gerald Edelman’s Mental Health Committee has a mission to make employee mental wellbeing a priority at GE through support, conversations, and actions.



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