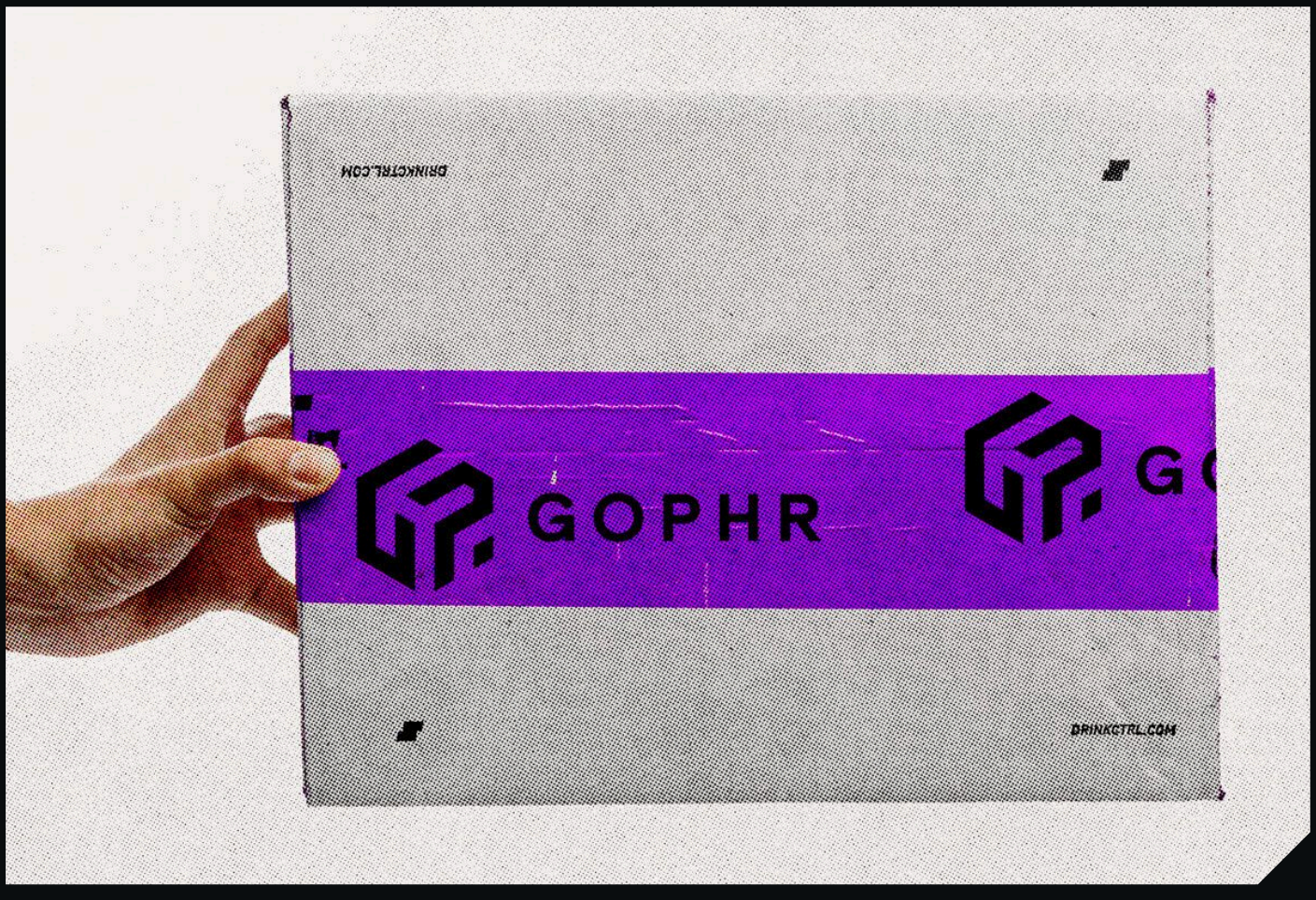
GOPHR

CALENDAR YEAR 2025

MORE DELIVERIES FOR EVERY MILE DRIVEN

Sustainability report 2025



Contents

03 A word from our founder

04 How we think about sustainability

08 Our 2025 goals, and how we did

09 GOVERNANCE What we can now measure

10 PLANET Carbon, fleet and bike zones

13 PEOPLE Benefits, voice and training

14 GOVERNANCE Governance and transparency

15 The road to 2035

16 Goals for 2026/27

17 Data appendix

A word from our founder

Sustainability, for us, comes down to two things: our people and the planet. In 2025, both moved.

Our target was **8.5% zero-emission deliveries**. We finished the year at **13.5%**.

The way we got there was fairly unglamorous: more bikes in more city centres. It started in October 2025 and showed up in the numbers within a month. Today, **27 city centres** have pushbike delivery.

Next, bike zones go to more cities across the UK, and into Dublin as part of our expansion into Ireland.

The other half of the work is less visible. We're building our own AI into how deliveries are matched and routed, and the goal is simple: more deliveries for every mile driven. That's better for clients, who get more done for less, and better for couriers, who earn more from the same time on the road. It also happens to be the single biggest thing we can do about our emissions: a route carrying 20 drops emits a fraction per parcel of one carrying a single drop. There's more on that on page 12.

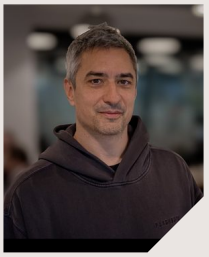
This year we also had our work assessed by someone other than us for the first time. **EcoVadis rated us Bronze.** We said last year we'd do it, and we did. It's a starting position rather than a finish.

Last year's promise was emissions measurement built from the actual vehicles in our network, not category averages. It's built. It isn't our reported basis yet, and that's deliberate: with thousands of couriers and vehicles out there, the data has to be current before we can call it the truth. Early signs are good: our real fleet looks to be running around **8% below** the standard figures we report against.

Not everything went to plan. Our courier benefits programme grew, and the network grew faster, so the share of couriers covered went down rather than up. It's in here, because a report that only reads one way isn't much of a report.

We don't own vehicles, so almost everything we're accountable for happens through the independent couriers who ride and drive on our network. That's why this report spends as much time on how they're treated as it does on carbon.

Bottom line: the cleanest delivery is the one that was already going that way. That's what we're building, for our clients, our couriers and the places we deliver in.





Seb Robert
Founder and CEO

How we think about sustainability

We deliver for major companies nationwide, and we're growing fast. We do it without owning a single vehicle: every delivery is carried by the independent couriers who work on the Gophr network, so nearly all of our footprint sits with them. That's why our sustainability work comes down to 2 things: what we ask couriers to do, and how we treat them for doing it.

01

Planet

Getting more deliveries onto bikes, making routes carry more drops and offsetting what's left. Our emissions are almost entirely Scope 3. We monitor Scope 1 and 2 with significant exclusions.

02

People

Independent couriers deserve proper protection. We fund benefits, we ask couriers what's broken and we change things when they tell us.

03

Governance

Our numbers are published, independently assessed this year and corrected when the method improves. Page 9 has an example.

Highlights 2025

Planet



13.5%

of deliveries made with zero emissions, against a target of 8.5%



100%

of our delivery emissions offset through Ecologi



2.6×

times more active pushbike couriers than before our bike zones launched†



13

cities where we now deliver by bike and didn't a year ago†

Zero emission means pushbike and cargo bike deliveries.

† Bike zone figures cover October 2025 to September 2026.

Highlights 2025

People



63%

of regular couriers covered by Onsi benefits*



20

couriers on our Advisory Board*



4

Gophr App updates agreed with our Courier Advisory Board



75

employee net promoter score*, up from 73 in 2024

* Current as at September 2026 rather than at the year end.

Highlights 2025

Governance



Bronze

EcoVadis rating, scoring 70 out of 100



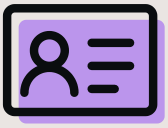
82nd

percentile among companies EcoVadis assesses



4

board meetings covering sustainability performance



1

named sustainability lead, as promised last year: our founder and CEO

EcoVadis assessment completed January 2026.

2025 goals... how we did

GOAL	TARGET	WHERE WE LANDED	RESULT
Maintain 100% carbon offsetting	100%	100%	✓ Done
Increase zero-emission deliveries	8.5%	13.5%	↑ Beaten
Combined low and zero-emission deliveries	12%	18.6%	↑ Beaten
Launch client emissions reporting tools	Launch	Live for enterprise clients	✓ Done
Upgrade emissions measurement	Per-vehicle tracking	Built, in validation	✓ Done
Couriers on Onsi benefits	75%	63%	✕ Missed
Expand Advisory Board influence	Expand	20 members, 4 app updates	✓ Done
Employee satisfaction	85+ overall	eNPS 75, up from 73	↻ Changed
Launch courier training initiatives	Launch	5 new modules	✓ Done
Training hours per employee	Maintain 50+	50+, all on AI	✓ Done
Appoint a sustainability lead	Appoint	Seb Robert, CEO	✓ Done
Independent verification via EcoVadis	Verify	Bronze, 70/100	✓ Done
Quarterly sustainability board reporting	Quarterly	4 meetings held	✓ Done

Two of these need a word of explanation rather than a tick.

Onsi, 63% against a 75% target

The number of couriers with benefits grew by almost a third this year. The network grew faster. So more couriers are covered than ever before and the share still went down. We'd rather show that than change the denominator.

Employee satisfaction

The 85+ target was set on an older satisfaction survey, which scored 81. We now measure employee net promoter score instead: 75, up from 73 in 2024. It's a different scale from the original target, so we've marked the goal as changed rather than met.

GOVERNANCE

What we can now measure

The quiet improvement behind most of the numbers in this report.

Two changes sit behind it. The first is more granular vehicle information: each courier's vehicle record now tells us what powers it, not just what type it is. The second is how multidrop routes are reported. They used to be measured as if each drop were a separate journey from the depot, which overstated our footprint. Now the route is measured as driven.

The better vehicle data also exposed a fault that had been flattering us. A batch of legacy courier records carried no valid vehicle against them, and those deliveries were being counted as bikes and charged no emissions, despite some of them covering hundreds of kilometres. They're now attributed to the vehicles that actually did the work. It raised our reported emissions and lowered our zero-emission share, and we'd rather publish the corrected number than the flattering one.

It's the difference between reporting a number and being able to stand behind it.

PER-VEHICLE MEASUREMENT

Per-vehicle emissions measurement is built, as committed. It isn't our reported basis yet. With thousands of couriers and their vehicles on the road, the underlying data needs to be current before we'd treat it as our source of truth, and roughly a quarter of motorised deliveries currently carry a verified per-vehicle figure. Early results are promising: our real fleet appears to run around 8% below the category averages we report against. The figures in this report stay on category averages until that work is finished.

PLANET COVERS OCTOBER 2025 TO SEPTEMBER 2026

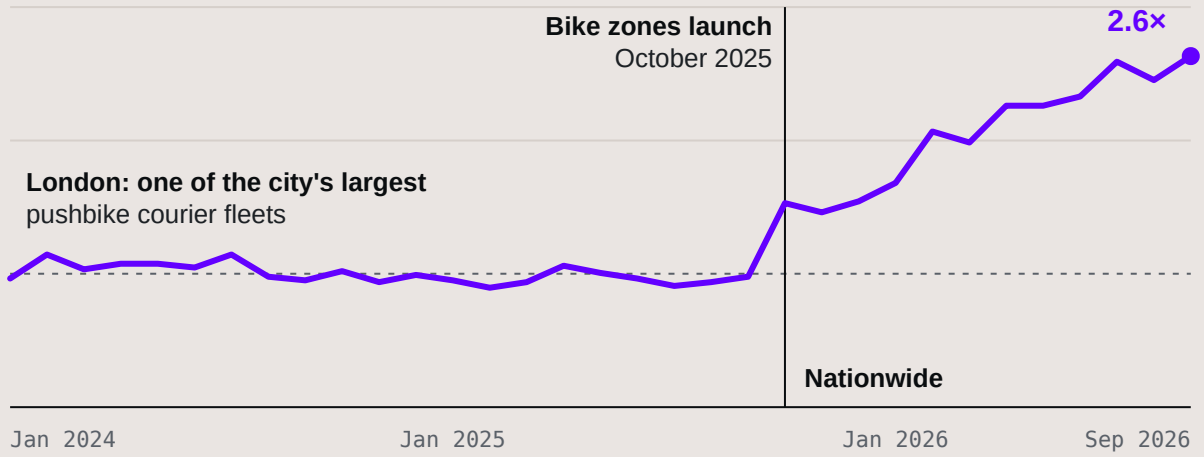
Bikes, in more cities

In October 2025 we launched city centre bike zones outside London. The idea was simple enough: in a dense city centre, a bike is quicker than a van and produces nothing.

The programme only ran for the last quarter of 2025, so we've reported it from launch to the present.

Monthly active pushbike couriers

Relative to the London fleet before launch



For years we ran one of the largest pushbike courier fleets in London. Then the bike zones took it nationwide. Within a month the number of couriers riding on our network was up by half, and it has since grown to more than 2.5 times its London base.

13 cities went from no bike deliveries to regular ones

Including Bristol, Cambridge, Newcastle, Cardiff, Brighton and Edinburgh.

Bike deliveries outside London are running at more than 3 times their previous level.

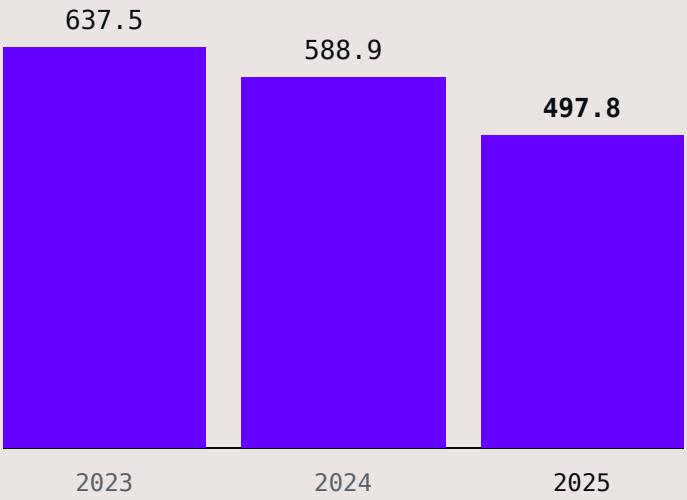
"Working with Gophr as a bike courier is a fun and great experience. The app is easy to use, the support team is always helpful and responsive. I'm really happy being part of the Gophr courier community."

Belal · bike courier, Edinburgh

PLANET CALENDAR YEAR 2025

Our emissions

Delivery emissions · tCO_2e



15% below 2024, like for like

Emissions fell 15% on 2024. The share of deliveries made by bike rose again in 2025.

2023 and 2024 are restated on our improved method. See the appendix, page 17.

How our deliveries are powered

Zero emission: pushbike and cargo bike	13.5%
Electric	1.6%
Hybrid	3.5%
Combined low and zero emission	**18.6%**
Petrol or diesel	42.4%
Fuel type not recorded	39.8%

This is the first year we can report what powered a delivery, not just the vehicle type. Our goal was 12% combined. We were past that on zero-emission deliveries alone.

Every motorised vehicle in our emissions figures is treated as a combustion engine, electric ones included, so our reported tonnage errs high. 2 in 5 deliveries have no fuel type recorded and are counted as conventional, so 18.6% is a floor. If they look like the rest, the true figure is nearer a quarter.

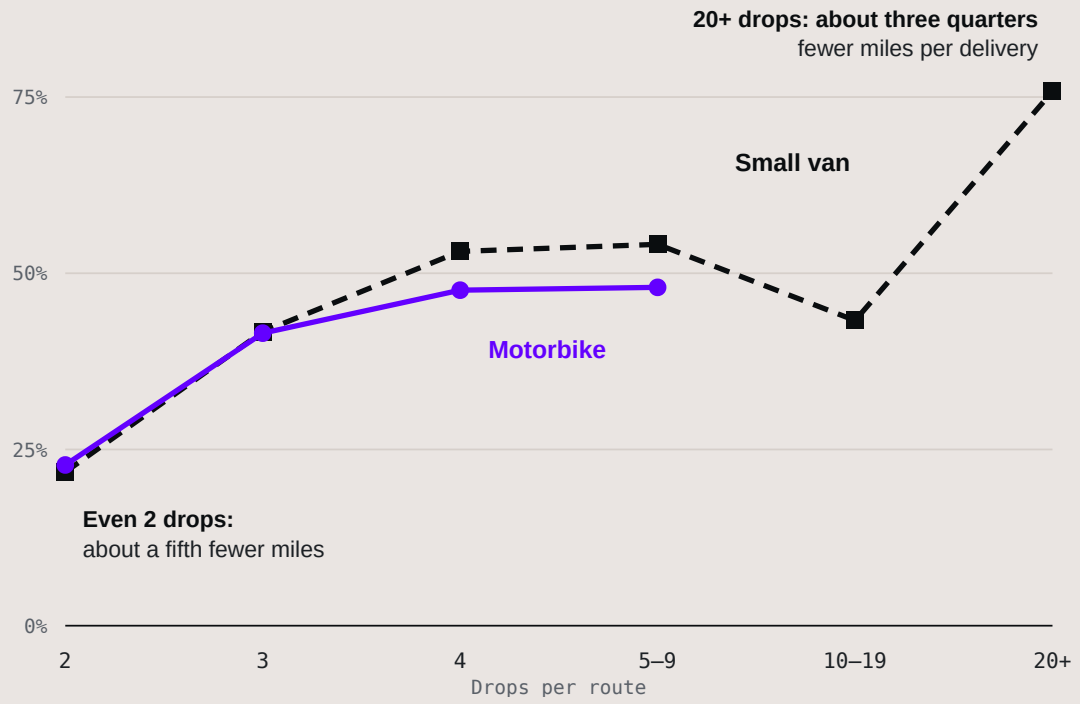
OFFSETTING

100% of our delivery emissions are offset through Ecologi, a certified B Corporation. Our funded projects include forest protection in Colombia and Brazil, solar in Morocco and Indonesia, wind in Brazil and Sri Lanka and methane capture in India.

The consolidation curve

The biggest lever we have isn't the vehicle. It's how many drops a route carries.

Emissions saved per delivery, by drops per route Vs each drop driven separately



In plain English: putting deliveries on one route, rather than driving each one out separately, cuts the miles behind every parcel. 2 drops saves about a fifth. 20 or more saves about three quarters.

2025 multidrop routes, compared with the same deliveries each driven from pickup in the same vehicle. The motorbike line stops at 5–9 drops: a motorbike can only carry so many parcels, so longer routes need a van or more than one bike.

A small van running more than 20 drops emits just over a quarter as much per delivery as a single-drop motorbike, despite burning about 40% more fuel per kilometre. So "use a smaller vehicle" is only half an answer. The other half is filling the route.

WHERE AI COMES IN

Filling the route is what we're building our own AI to do. It matches and routes deliveries so each route carries more drops: more deliveries for every mile driven. Better for clients, better for couriers, and the biggest thing we can do about our emissions.

Benefits, voice and training



63% of regular couriers covered by Onsi*

Onsi gives couriers on our network sick pay, income protection and compassionate leave, cover that most couriers in this industry don't have. We set a target of 75% and didn't reach it. Sign-ups grew by nearly a third; the network grew faster.

The Courier Advisory Board

20 couriers sit on the Board*. We meet twice a year, and several members have worked on our network for years, so the feedback is specific rather than polite. Gophr App updates this year, requested by couriers or required by legislation and agreed with the Board, include:

01

Delivery fallbacks

The old app let couriers leave a parcel with a neighbour or in a post room without the client agreeing first, which caused disputes. Clients now choose a fallback when they book.

02

Identity checks

To meet new UK right-to-work rules, couriers now confirm their identity every 24 hours.

5
new courier training modules, including medical, pharmacy and ADR

3%
employee turnover*, down from 6.9%

75
employee net promoter score*, up from 73

GOVERNANCE

Governance and transparency

ECOVADIS RATING

Bronze 70/100

82nd percentile of companies EcoVadis assesses

Independently assessed

Last year we promised independent verification of our sustainability work. EcoVadis assessed us in January 2026.

A named owner

Last year's report listed our governance as "distributed across teams" and said we needed a dedicated sustainability lead. Seb Robert, our founder and CEO, now holds that role.

Client carbon reporting

Enterprise clients can see the carbon footprint of their deliveries in their dashboard, and carbon invoicing is available on request. We're planning a wider rollout in 2027.

The figures clients see use the same vehicle-level data and multidrop method as this report.

AI

Everyone at Gophr has done more than 50 hours of AI training this year.

Across the business, it analyses our data and helps couriers and clients get better outcomes.

AI assists our people; it doesn't replace them. People make the decisions and stay accountable for what AI produces, which is why the training matters: our team needs to know when to trust an output and when to challenge it.

This report is an example. The emissions analysis behind it was done with AI assistance, and every number in it was checked against the source data by a person before it was published.

OUR TARGETS

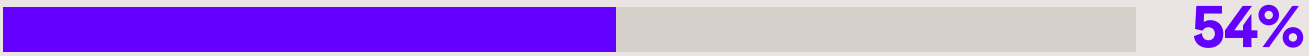
A 42% reduction by 2030 and net zero by 2035. We've set these ourselves using the Science Based Targets initiative methodology. They haven't been validated by the SBTi, and we won't claim otherwise.

The road to 2035

Where each of our dated targets stands today, shown as the share of the way there.

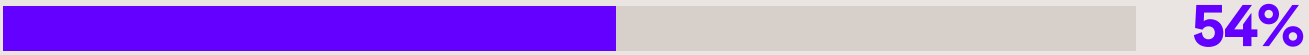
% of each goal achieved so far

PLANET **Zero-emission deliveries** — 25% by 2030 · now 13.5%



54%

PLANET **City centre bike zones** — 50 by end 2027 · now 27



54%

Date moved from end 2026. We'll finish this year closer to 30 zones. The target hasn't changed; the date has.

PEOPLE **Courier benefits coverage** — 75% by 2028 · now 63%



84%

PLANET **Emissions per delivery** — Down 42% by 2030, from 2025

Baseline year · at the start line

0%

A word on the emissions target

Our 42% target now runs from 2025 and measures emissions per delivery rather than in total. That's the number that reflects decisions we control: which vehicle, which route, how many drops.

It also holds us to the same standard however fast we grow. The target previously ran from a 2022 baseline; the appendix on page 17 explains the change.

What we're doing next

GOALS FOR 2026/27

Planet

- Get more deliveries out of every mile driven. It's our biggest lever, and we can now measure it
- Increase our share of zero-emission deliveries, with more bike and electric capacity nationwide
- Reach 50 city centre bike zones by the end of 2027
- Set a new combined low and zero-emission target, now that we can measure it properly
- Report emissions on actual vehicle values rather than category averages
- Maintain 100% offsetting

People

- Set and hit a courier benefits coverage target that accounts for network growth
- Keep the Advisory Board changing things, and report what changed
- Reach an employee net promoter score of 80

Governance

- Complete our materiality assessment
- Keep client carbon reporting accurate and widen access

Data appendix

RESTATEMENT

Previously reported: **767.1 tCO_2e for 2023** and **615.7 tCO_2e for 2024**. Both are restated here on our improved method, which corrects how multidrop distances were measured and uses more granular vehicle information. The figures are lower as a result. 2025 is our baseline year, and per-delivery intensity for earlier years isn't directly comparable.

	2023	2024	2025
Delivery emissions (tCO_2e)	637.5	588.9	**497.8**
Zero-emission deliveries	10.5%	8.9%	**13.5%**
Couriers on Onsi benefits	–	69%	**63%***
Courier Advisory Board members	–	6	**20***
Employee turnover	–	6.9%	**3%***
Employee net promoter score	–	73	**75***
Board meetings	–	4	**4**

* Current as at September 2026 rather than at the year end. 2023 and 2024 emissions restated (see above).

How we calculate emissions. Distance travelled multiplied by UK Government (DESNZ) conversion factors for each vehicle category, on a tailpipe basis. Each delivery is attributed to a vehicle category using the courier's own vehicle record, available for around 98% of deliveries. Multidrop routes are measured on the sequential route driven rather than the sum of individual point-to-point legs. Distances run from pickup to drop and exclude a courier's travel to their first pickup. Pushbike and cargo bike deliveries are zero-rated. All motorised vehicles are treated as conventional combustion vehicles with no adjustment for electric or hybrid, which makes these figures conservative. A delivery means one individual drop, so a multidrop route counts each of its stops separately.

What counts as zero emission. Only bike deliveries count as zero emission. Electric vehicles still produce emissions from the electricity that charges them, so they count as low emission. We check which vehicle made each delivery rather than relying on a recorded zero.

What's covered. Every delivery we made, whether booked by a business account or an individual. Carbon figures shown to clients in their dashboards cover only their own deliveries, so they won't sum to the totals here.

Reporting period. Calendar year 2025. Our city centre bike zone programme launched in October 2025, so that section covers October 2025 to September 2026 and is labelled separately.

Our 2030 target. A 42% reduction in emissions per delivery by 2030, measured against 2025, the first year calculated on our corrected method. It previously ran as a reduction in total emissions from a 2022 baseline. We report progress as a percentage of the target achieved rather than publishing the underlying per-delivery figures, which would disclose commercially sensitive delivery volumes.

Scope. Our Scope 1 and 2 emissions are monitored with significant exclusions. Delivery emissions are Scope 3 and account for the overwhelming majority of our footprint.



Sustainability report 2025