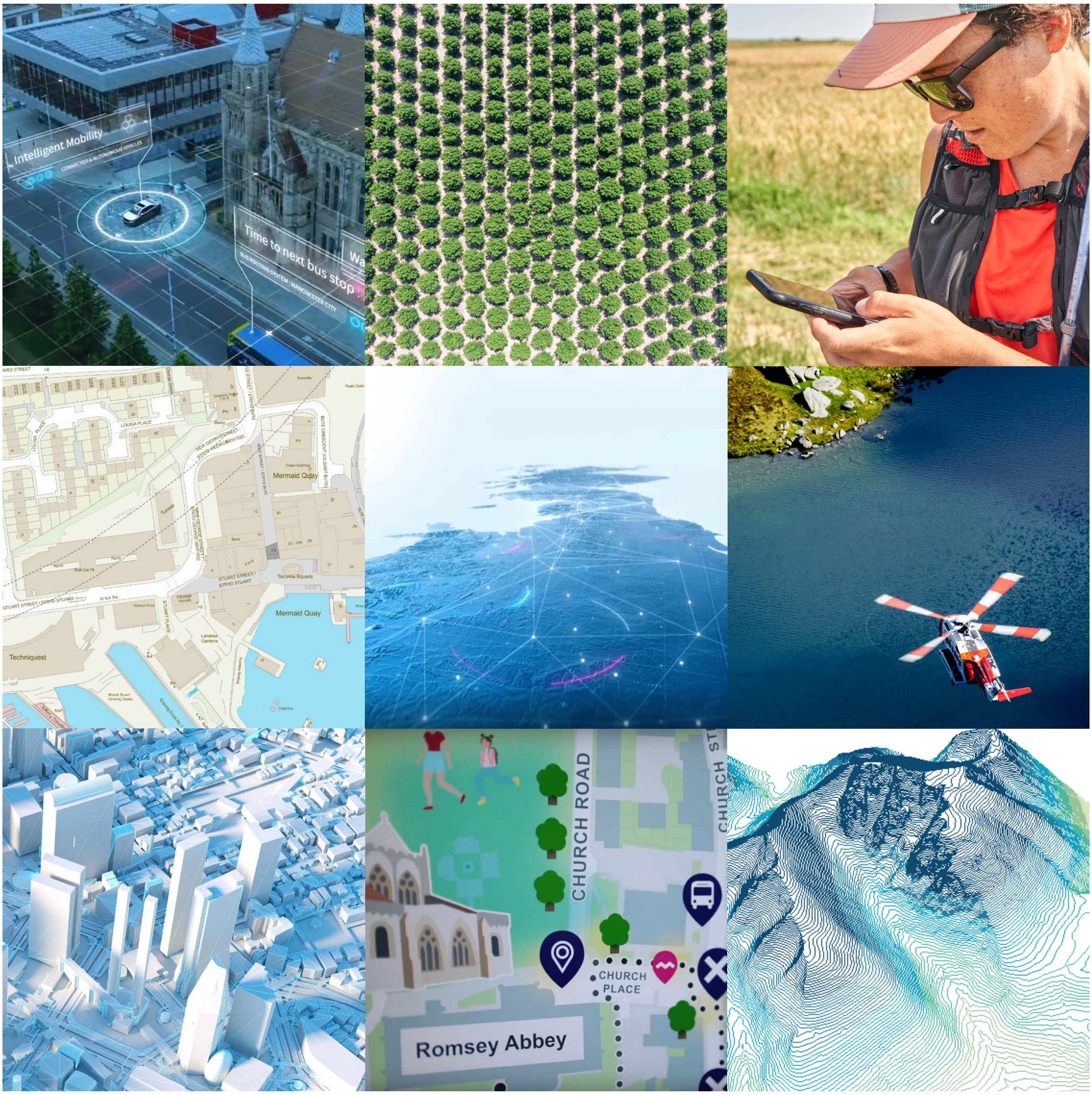

ORDNANCE SURVEY LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS

2023-24

CP 1188

Ordnance Survey

Ordnance Survey Limited Annual Report and Financial Statements

for the year ended 31 March 2024

Presented to Parliament by the
Parliamentary Under-Secretary of
State for AI and Digital Government
by Command of His Majesty.

November 2024

CP 1188

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Group overview

Key Performance Indicators

Group revenue[1]

£186.8m (2022-23 £182.3m)

EBITDA[2]

£40.5m (2022-23 £36.3m)

Net Promoter Score[3]

+52 (2022-23 +38)

Other financial metrics

Dividend

£6.9m (2022-23 £10m)

1 Revenue is the total consolidated Group revenue recognised on the statement of profit or loss.

2 EBITDA is defined as earnings before interest, tax, depreciation, amortisation and minority interest disposal.

3 Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a Company's products or services to others. It's used as a proxy for gauging the customer's overall satisfaction with a Company's product or service and the customer's loyalty to the brand.

Message from the Chair

Last year I outlined how Ordnance Survey is successfully delivering against its multi-year transformation in data, technology, and people. This year, I would like to highlight how we are building on that momentum whilst continuing to effectively operate in a challenging environment, particularly with respect to the land & property market.

From a people perspective, I am particularly delighted to have welcomed the arrival of Nick Bolton as CEO, Manish Jethwa as Chief Technology Officer and Leanne Upson as Chief Marketing Officer. They have been making an immediate and positive impact. We have also continued our process of strengthening our board by adding Chief Geospatial Officer, David Henderson, and two new Non-Executive Directors, Fiona Strens and Mike Yorwerth, who bring expertise in digital, technology, new product development and resilience.

Our investments in data have been focused on quality, currency and breadth. The refreshed strategy, Better Data and More Destinations, is key to our growth strategy and it is pleasing to see our data being applied to a wider range of valuable use cases. We continue to serve foundational data to Britain's digital and data infrastructure, driving public value and a more sustainable, healthy and resilient nation.

Investments in technology and solutions include our next generation core geospatial data platform, to underpin the growth of the National Geographic Database (NGD) and a major upgrade to our OS Maps app, that is designed to help more people discover and enjoy the outdoors. The growth of OS Maps continues with over half a million active subscribers.

All of our investments are designed to benefit our customers and Partners and I am particularly pleased in this respect that customer satisfaction has grown materially this year.

We launched a new charity partnership with Mental Health UK this year, to further emphasise the well-being benefits of physical activity and getting outside.

OS continues to support critical national infrastructure by continuing in its role on the development of the National Underground Asset Register programme.

We are also reviewing the way we serve our government stakeholders through a refreshed Shareholder Framework Document. In this we are reviewing our strategic aims and role as the national geospatial authority to reflect the increasing and wide use of location data.

On behalf of the Board, I'd like to thank all OS colleagues and our Partners for their continued efforts to serve our customers, maximise the benefit of OS data and deliver another successful year of milestones and achievements.

Stephen Lake
Chair

19 November 2024

Statement from the CEO

Since joining Ordnance Survey I have been struck by the deep value our data and expertise provides to our customers. It's also clear, we are a much-loved brand with a rich heritage and are recognised for the benefit we serve to Britain's economy and wider society.

A new strategy – Data & Destinations

The key focus in my first six months has been to develop and land a revised strategy. This sets out to create Better Data, serve More Destinations with that data, and deliver Greater Effectiveness in the way we operate.

Our Data & Destinations strategy underpins our role as the national geospatial authority, supporting improved public services and growing the economy. These are common objectives we share with the Department for Science, Innovation and Technology.

I'm pleased with how the strategy has been embraced by the team and by our Partners. We are now using it to build detailed long-term plans to achieve it.

Delivering Greater Effectiveness

Working with Greater Effectiveness is a key pillar in this, to ensure our world-leading expertise is leveraged. To enable Greater Effectiveness, we've embarked on a business transformation. The objective is to improve our ways of working by focusing on the customer, removing duplication, and being more efficient.

Realising the Data & Destinations strategy also requires us to invest in our data, technology, and people. Investing in these areas is already underway and will continue over many years to secure our role to serve Great Britain in the long-term.

Successes and highlights

The investments we're making in Better Data are benefiting customers with new data released in the year. From field boundaries to buildings, land cover to transport networks, the range of location data released is varied and shows how much information about Great Britain's geography can be revealed.

The new data is supporting a range of markets, including the emergency services, sustainability, transport, and land and property. For example, it will help land managers with biodiversity net gain as well as monitoring natural capital and carbon accounting and support the emergency services with situational awareness and insight.

Supporting the emergency services

One of the new product releases was the OS Emergency Services Gazetteer, which enhances the way the emergency services respond to incidents, helping make Great Britain safer and more resilient. A highlight was being able to meet with representatives from across the emergency services including fire, police and ambulance with HRH Princess Anne at Explorer House in February and learn how location data is vital to their work.

Forward look

We have laid a solid foundation with the strategy and I'm optimistic we'll see progress over the coming years to drive More Destinations and provide even Better Data.

Key to this is ensuring we strengthen our relationships with customers and understand their needs. We will also lean into playing a facilitator role and collaborate with Partners to grow the geospatial eco-system. OS is well placed to act in this way because we occupy a unique position between the public and private sectors.

Finally, I would like to thank all our employees who have worked hard to deliver our plans while embracing the business transformation and new strategy.

I look forward to a successful year together.

Nick Bolton
CEO

19 November 2024

Better Data

OS is committed to meeting customer needs by improving data integrity, breadth and applicability. This includes new technologies to gather the data and removing barriers to access and use.

During the year, OS released new location data, including transport, building and field boundary data to meet customer's needs.

This new data exposes Great Britain's natural and built features at a level of detail never seen before. They support customers across a range of markets, in both the public and private sectors, and were delivered as part of the Public Sector Geospatial Agreement (PSGA).

Ordnance Survey's strong connection with the emergency service community helped create the Vernacular Names Tool; a new national database of alternative place and feature names (nicknames) emergency service responders can use to find locations with confidence and speed, and respond to emergency situations.

The tool will also help power the latest version of the OS Emergency Services Gazetteer; a comprehensive and maintained database of locations, particularly effective in identifying areas that have no addresses. The Gazetteer provides precise location information, to act quickly and effectively during emergencies.

To keep pace with a growing range of customers and their needs, OS is taking advantage of AI and automation in refining and applying location data. OS uses Computer Vision and Machine Learning to extract features from images, improving our operational efficiency. These processes lead to better quality data for the customer.

OS relaunched the OS Maps app, with a new design and refreshed focus on usability and navigation resulting in an improvement to the overall app experience.

More Destinations

With Better Data, we can grow the market by facilitating More Destinations for that data. Destinations are defined as any Partner or platform that serves our data to an end-user, and we want to reach more end-users to provide the insight they need.

2024 saw data growth use across our wide and varied customer base. We were able to reach new audiences, with OS data being used in new and innovative ways.

26%
increase in public sector use of the OS Data Hub

1.1 billion
API transactions across all customer groups

84%
increase in unique customers using National Geographic Database data for the first time

27%
increase in premium data orders from Channel Partners

Greater Manchester used the OS NGD and products to develop a Local Nature Recovery Strategy. The teams created their own basemap, to prioritise sites for nature recovery work. OS data provided critical insight, helping adhere to statutory requirements of halting nature decline in the UK by 2030.

OS has also been expanding its network of customers and experts, to unlock more collaboration, and demonstrate the power of location to a variety of users. On 15 February 2024, OS held its first emergency services showcase. HRH Princess Anne was invited to meet OS experts, and key representatives from the emergency service community. The showcase brought together a collaborative community of multiple agencies, all benefiting from OS's location data, products, and services, that are helping create a resilient and safe nation.

Partner Channel

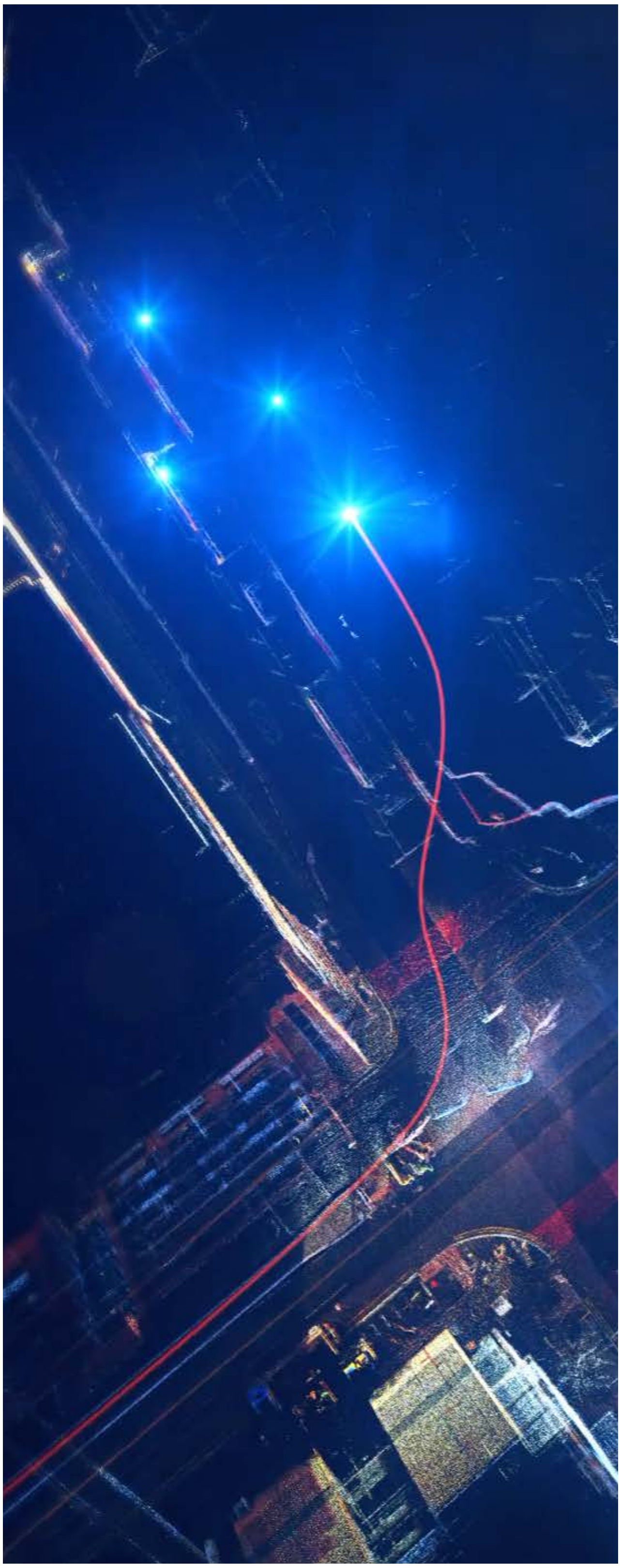
Our Partner Channel Programme continued to encourage growth across the Partner ecosystem. Partners use OS data to provide location based services to a wide range of customers and are a key part of our More Destinations strategy. The support we offer Partners includes co-marketing and lead-generation activity.

The 2024 annual Partner Conference welcomed 70 organisations to OS head office, with over 50% new visitors compared to the 2023 event. The conference showcased presentations from OS experts, 20 seminar sessions, and a chance to network with key players in a variety of sectors and industries. Feedback from attendants showed that the OS National Geographic Database enables our Partner organisations to explore new opportunities, expand their product ranges, enter new markets, and encourage innovation.

Geovation

Geovation continued to support the most promising innovators in both the GeoTech and PropTech sectors, through Partnerships with OS and HM Land Registry (HMLR). The Geovation Accelerator provides development opportunities and exposure to a vast network of industry leaders. It has helped to support more than 160 start-ups, and has an active community of over 2,000 members.

The Geovation Awards had its second event, attracting new talent and recognising how the best in geospatial innovation is shaping the world around us.



Greater Effectiveness

To achieve Better Data, and ensure it reaches More Destinations, we are working with Greater Effectiveness.

Work to improve effectiveness during the year has yielded results. Our multi-year data improvement programme has improved quality control by speeding up data editing from 5,000 to 80,000 edits per week. The technology used to produce the data has also been updated. We have upgraded landscape feature extraction and machine learning processes which have led to data production gains.

In surveying, OS now has 24 drone pilots to capture landscape features. An average drone flight takes 20 minutes, and can survey sites that normally take a field surveyor a day. There were 1,412 drone flights made during the year, up from 624 in the previous year.

A lot of progress has been made to implement effective business processes. Our office, CRM and geospatial production platforms have migrated to cloud infrastructure, to enable efficiencies and reduce cost overheads.

During the year, OS leased office space to NHS teams. This supports our hybrid working allowing us to make full use of our available office space and support our continuing progress on sustainability.

Business transformation

To work with Greater Effectiveness, and to support the delivery of the Data & Destinations strategy, OS will undergo a significant business transformation.

An established programme of change and planned actions is underway to help simplify our internal structure, remove ambiguity and duplication of work, and bring clarity to our purpose. It will improve our ways of working, to promote accountability and clear lines of sight between decision-making and customer value. We will ensure that everyone is aligned to our collective success.

Expertise

Our teams are made up of passionate experts who represent the very best of our business, and embody our core values Think

Customer, Thrive Together, Stay Ahead and Seize the Moment.

Key areas of focus around personal growth have included targeted development and strengthening our pipeline of future experts and leaders. We have introduced a programme for high potential women in OS, and our commitment to apprenticeships has seen a further 28 people starting a diverse range of subjects, from coaching to data analysis.

Our new employee induction experience ensures that the latest talent coming into OS is familiar with our core values and purpose.

Through the delivery of our ally-ship programme, we have equipped 1,330 of our people with the confidence and capability to support, amplify, and advocate for one another.

Inclusion

In addition to our leadership development and ally-ship programmes, we've worked hard to strengthen inclusion and increase diversity across OS. Our 'all-in' progressive approach to inclusion is made possible through championing our colleague networks, interactive seminars, and celebrating events such as International Men's Day, Neurodiversity Week, and Pride Month.

We have offered work experience, apprenticeships, and graduate placements to a more diverse range of candidates, by broadening the range of schools, colleges, and universities we target.

We continue to maintain our hybrid way of working, empowering our people to work when, where, and how they choose. This allows greater flexibility for our people to integrate home and work life and enables OS to attract talent from further afield.

Employee voice

This year we invited employees to participate in our 'Have Your Say' questionnaire. Questions were chosen to gauge the collective understanding and connection to our purpose and help enhance our Data & Destinations strategy.

Our new CEO has spent time with all new employees, to welcome them to OS. We also provide a forum with our colleague network leads, which runs throughout the year.

We consistently monitor how people are feeling through our Workday Peakon Employee Voice platform. Our monthly cadence enables us to quickly respond to emerging themes, and identify the things that matter. All channels help foster an environment of inclusion, and give us insight into what our employees value, and want us to improve.

We continue to maintain positive and constructive relationships with both the PCS and Prospect Trade Unions.

Charitable donations

During the year we match funded employee fundraising, which resulted in £2,087 being donated to various charities.

Sustainability

To maintain our commitment to being a sustainable organisation, we continue to review and upgrade our head office, Explorer House, and its surrounding grounds. By reducing carbon emissions and waste, we have made OS HQ into a sustainability centre of excellence.

This year marks two full years of using electricity generated by our on-site PV panels, and one full year of 100% LED lighting. We have switched to a fleet of 93% Ultra Low Emission Vehicles (ULEV), and installed 34 electric vehicle charging bays at Explorer House with an average of 100 users per month. We have also removed all plastic bottles from our catering provision, and instead introduced paper cup recycling.

We want our people to be a part of our efforts. We continue to encourage employee engagement, including a voluntary, employee-led Group that create numerous resources for our dispersed employee base on how they can be more sustainable, whether they work in our head office or from home. We have also offered volunteering opportunities to OS employees to get involved with nature recovery initiatives to improve biodiversity around OS HQ.

Financial Review

	2023-24 £m	2022-23 £m
Revenue	186.8	182.3
Cost of sales	35.6	32.5
Operating costs (excluding depreciation, amortisation & impairment)	125.2	124.6
EBITDA	40.5	36.3
EBITDA %	22%	20%
Depreciation, amortisation & impairment	18.3	17.0
PBIT	22.2	19.2
PBIT %	12%	11%
Corporation tax	5.6	3.9
Profit attributable to owners of the Company	16.5	8.5
Dividend	6.9	10.0
Net assets	136.2	126.6

Revenue

Revenue growth of £4.5m is largely attributable to built in inflationary increased revenue from our 10 year contract with government. There was some fall back in our Partner revenue due to decline in property market transactions during the year, resulting in lower transactional revenues from our partner customers.

Earnings Before Interest, Tax, Depreciation and Amortisation

EBITDA improved by £4.2m, which is the effect of flow through of our revenue increases.

Dividends

In March 2024 we declared a final dividend of £6.9m to our Shareholder, the Secretary of State for Science, Innovation and Technology.

Group Entities

	2023-24 TURNOVER	2022-23 TURNOVER	2023-24 PBIT	2022-23 PBIT
100% subsidiaries	£m	£m	£m	£m
Ordnance Survey Leisure Limited	14.2	12.9	3.3	4.8
Ordnance Survey International Services Limited	2.0	1.5	-0.3	-1.7

Shared Ownership Entities**

	2023-24 PBIT £m	2022-23 PBIT £m
GeoPlace LLP	11.4	9.4
PointX Limited*	0.2	0.1
Dennis Maps Limited	0.0	0.1

* to point of disposal ** OS share of profit is shown

The principle activity and ownership percentage of Group entities is provided on page 123.

Statement of Financial Position

Cash

Our trading operations generated a net cash inflow of £31.0m (2022-23 £11.1m). The increase largely being attributable to an increase in PBIT, coupled with a reduction in our debtor balances. We also received £9.8m (2022-23 £9.0m) in dividends from our joint ventures, principally GeoPlace.

Although closing cash of £73.6m (2022-23 £94.1m) is lower, this is the result of the payment of dividends totalling £40.0m in 23-24, which were declared in 2021-22, with deferred payment at the request of our shareholder. The Group continues to retain sufficient cash to support ongoing operational expenditure.

Key Performance Indicators

The Group key performance indicators are the primary measures the Board uses to monitor the Group's performance. KPI's are key to assessing the current performance as well as being a lead indicator on future performance.

	2023-24	2022-23
Revenue	£186.8m	£182.3m
EBITDA	£40.5m	£36.3m
Net Promoter Score	52	38

Revenue – is the total consolidated Group revenue recognised on the statement of profit or loss.

EBITDA – defined as earnings before interest, tax, depreciation, amortisation and minority interest disposal.

Net Promoter Score – is an index ranging from -100 to 100 that measures the willingness of customers to recommend a Company's products or services to others. It's used as a proxy for gauging the customer's overall satisfaction with a Company's product or service and the customer's loyalty to the brand.

Principal risks and uncertainties

The Risk and Internal Control Framework

Our system of internal control and strategy for risk management is designed to achieve a cost-effective balance between mitigation and acceptance of risk. The risk management framework applies the HM Treasury Orange Book principles to ensure risks are pro-actively identified, assessed, and managed at all levels of the organisation so that exposure, including information risk, is captured, reported, and maintained at an acceptable level. The Chief Financial Officer acting as Chief Risk Officer is responsible for monitoring risk, reporting to OSARC and the Board on the adequacy of the strategic and operational risk management process. Risk management is supported through the key governance and decision-making Groups.

ELT receive strategic risk updates to maintain the profile and importance of sound risk management across the business and ensure focus and engagement in decision making. The meetings challenge, modify and rationalise the risks.

OSARC receive an update on the status of strategic risks at each meeting in addition to conducting periodic Deep Dive reviews of specific risks. Strategic risks are also reported to each Board meeting as part of the performance management report.

The Risk and Assurance team work across all OS business unit and expert functions to ensure risks of all kinds are identified, managed, reported, and mitigated effectively. They encourage compliance with the risk management policy and framework and identify areas of the business where risk management practices require strengthening. In support of this, risk management training sessions are delivered to raise awareness of the value of risk management and offer practical advice on implementing effective management actions to mitigate risk.

Summary risk profile

Strategic risks are identified and evaluated against a defined set of criteria to consider the likelihood of occurrence and potential impact on the business, facilitated by the Ordnance Survey risk management framework.

The strategic risk profile changes as the business evolves and was constantly reviewed by OSARC and the Board during the year. The review highlighted the following strategic risks and opportunities to achieving the OS strategy.

	OVERVIEW	MITIGATION	FOCUS AREAS FOR 2024/25
Information Security	**Failure to adequately prevent or respond to a data breach or cyber-attack could adversely impact our reputation, resulting in significant fines, business disruption, loss of information for our customers, employees or business and/or loss of stakeholder and customer confidence.**	• Dedicated Information Security function, with multidisciplinary specialists. • Information security obligations included in appropriate third-party contracts and a risk-based assurance programme to monitor our exposure. • Information security and data protection policies in place, with a mandatory training programme for all colleagues. • Active detection of our threat environment, with continued improvement in controls, policies, and procedures.	• Adoption of Cabinet Office 'Secure-by-Design' principles. • Keeping pace with, and monitoring evolving threats. • Continued investment in security in terms of technology and people. • Cyber Essentials Plus re-accreditation. • Maintaining ISO 27001 accreditation.

	OVERVIEW	MITIGATION	FOCUS AREAS FOR 2024/25
PSGA	**Failure to deliver against our contractual PSGA obligations and secure Enhanced Capability obligations, results in break clauses being invoked & lack of funding for new enhancements. This could subsequently result in an unsuccessful retention/renewal of a future PSGA agreement which defines our public task beyond 2030, ultimately putting OS's role as the National Mapping Service under threat.**	• PSGA Readiness Programme. • PSGA governance. • Delivery and resourcing plans. • Programme structure and approach. • Production systems to meet operational needs. • Roles and responsibilities. • Regular monitoring of KPIs and reporting process. • Monitoring of PSGA contractual obligations. • Change control.	• Nurture a positive and constructive partnership with the Geospatial Commission. • Develop and amplify understanding of the value that PSGA delivers and demonstrate this to wider (new) stakeholders in government and internally at OS. • Effective monitoring of the competitive landscape to mitigate emerging threats and seek new partnering opportunities. • Complete a successful Mid Term Review with OS desired outcomes achieved. • Successfully deliver the KDMs, KPIs and annual plan objectives. • GC commitment to new capabilities for PSGA and an agreed delivery plan. • Ensure effective National Geographic Database adoption as a mitigation to PSGA retention risk.

	OVERVIEW	MITIGATION	FOCUS AREAS FOR 2024/25
Fit for Purpose Data	**The foundation of the business is based on trusted and accurate data: reputational and commercial damage as a result of data not being fit for purpose.**	• Chief Geospatial Officer accountable for geospatial data strategy and geospatial data quality. • Development of Enterprise Data Programme to address interdependent aspects of data quality and data governance.	• Creation of holistic Data Testing Framework. • Design and implement an enhanced operating model for data governance. • Create detailed use cases to support assessment of our data quality. • Forming of a project to identify the changes required to our core data and dependant processes.
Organisational Change and Capability	**Unable to source, build, develop and retain the required talent across the business, and look after their well-being, affects our ability to deliver our objectives, succeed with commercial opportunities and increase operational efficiency.**	• Employee Value Proposition. • Talent attraction and employer brand. • Strategic workforce planning. • Internal talent management. • Learning and development strategy. • Focus on employee engagement.	• Refreshed employer brand marketing and social channels. • Launch and embed Talent Marketplace-Career Hub for OS employees. • Refine definition and review critical roles. • Ratify employee benefit enhancements and develop a delivery plan.

	OVERVIEW	MITIGATION	FOCUS AREAS FOR 2024/25
Technology Capability	**A failure to simplify and improve our core technology, enhance our digital capabilities and reduce our dependency on legacy systems will limit our ability to keep pace with market competition and customer expectations. This could impact both the quality and timeliness of existing products and services, preventing successful commercial opportunities and transformations.**	• Further investment in technology and digital innovation and capabilities to generate new products for customers and efficiency gains for colleagues. • Continue the shift to cloud-based technology. • Ongoing collaboration with our technology Partners to drive our delivery. • Ongoing focus on technology risk, assurance maturity and rollout of a structured IT control methodology.	• An OS product roadmap is agreed and managed against, defining expected product life (including withdrawal). • Proactive, data-driven application governance established that manages risk and maximises the investment in our application assets.

	OVERVIEW	MITIGATION	FOCUS AREAS FOR 2024/25
Supply Chain	**Over reliance on a single supplier, an overly complex supply chain, obligations arising from the Procurement Act, reputational risks from supply chain integrity, application of ESG, modern slavery, ethical obligations.**	• Ensure we have appropriate capacity and capability within the OS Team. • Reduce reliance on single supplier contracts. • Timely stakeholder engagement. • Understanding of multiple markets that OS operates in and the financial risks to supply chain health in these areas.	• Identify high risk contracts as part of new Contract Management process and proactively manage contract level risks. • Complete migration from Procurement reporting in the centralised portal. • Review all contracts to assess risk position, carry out exercise for embedded suppliers where suitable alternatives available. • Increasing teams knowledge through central government, and training sessions.
NGD Transition	**Failure to deliver a successful NGD offer and ensure customer adoption and migration results in (I) customer dissatisfaction (2) failure to retain and grow revenue opportunities (3) costs of maintaining legacy platforms (4) inhibiting development of OS's product roadmap.**	• Ensure we have the right NGD offer in the market (inc. P&L). • Understand customer switching pain and determine what the right NGD offer should be to minimise this. • Determine and deliver the withdrawal / replacement programme for legacy systems.	• Understand customer switching pain. • Launch new NGD Pricing & Licensing model. • Develop and agree a prioritised roadmap for product development. • Refine platform decommissioning roadmap.

The Accountable Person

The Chief Executive Officer fulfils the role of Accountable Person. Together with the OS Board, they have responsibility for maintaining a sound system of internal control. This supports the achievement of OS's policies, aims and objectives, while safeguarding the public funds and departmental assets for which they are responsible in accordance with the responsibilities assigned to them as Accountable Person under Managing Public Money, and for which the Board are responsible individually and collectively in accordance with the Companies Act.

Senior management assurance

As part of the year end process the Executive Leadership Team (ELT) conduct a control self-assessment and annual assurance statement exercise whereby the CEO, as the Accountable Person, is provided written assurance on the reliability and effectiveness of:

- Strategic and Annual Operating Plan and Budget delivery
- Performance reporting
- Risk management
- Arrangements for conveying and living the OS values
- Health and safety awareness, training, and reporting
- Arrangements for reporting instances of fraud, bribery, or corruption
- Reporting non-compliance with legislation
- The control environment and activities established to meet business objectives
- Information security awareness, training, and reporting

People

As an organisation with significant intellectual property, and working in a constantly evolving industry, OS is reliant on the skills, knowledge, and integrity of our employees. OS needs to be able to respond quickly to new and emerging requirements, while maintaining the efficiency and effectiveness of operations.

We do this by training our employees, providing adequate opportunities for development, career progression and reward. These risks are addressed through appropriate recruitment activities, talent identification with tailored training programmes, graduate schemes, internships, and recognition schemes.

OS uses the services of contractors to cope with the peaks of demand on resources and complies with the recommendations outlined in the HM Treasury Review of the tax arrangements of public sector appointees.

Fraud and whistleblowing

OS has established appropriate arrangements for raising concerns and reporting fraud which we consider to be effective. These arrangements include:

- Whistleblowing and counter-fraud policy and procedures
- Additional independence with the Chair of OSARC as a named Non-Executive to report to
- The National Audit Office as an alternative independent party
- Mandatory training to ensure all employees and contractors remain aware of the whistleblowing and counter-fraud policies.

There were no reported incidents of fraud, bribery or corruption and zero whistleblowing incidents.

Anti-slavery policy

Our Anti-Slavery Policy Statement, available on our website, sets out how we ensure that modern slavery or human trafficking is not taking place within our business or supply chain. This includes supplier and supply chain reviews specifically centred on the Modern Slavery Act by our Procurement Category Management teams. In addition, completion of a Modern Slavery digital course is required for all OS employees to promote awareness.

Information security

OS considers the confidentiality, integrity, and availability of its information to be of high importance. We continue to invest resources, both technical and people, to manage and mitigate cyber risk. Our Information Security team led by the Chief Information Security Officer (CISO) work with the business providing project security advice, cyber security operations, policies, standards, and training.

OS is committed to maintaining Cyber Essentials PLUS and ISO 27001 accreditation which demonstrates information security compliance to our stakeholders. We also complete on an annual basis the HM Government Departmental Security Heath Check and GovAssure assessment, to assure compliance with the minimum-security standards including Cyber.

Protecting personal data

Information security risk is a key element of our GDPR (General Data Protection Regulation) compliance arrangements. During 2023-24, all data compromise and data loss incidents were logged and investigated. The Data Protection Officer has sought to ensure OS continues to understand its obligations to comply with GDPR.

OS Audit and Risk Committee Report

The Audit and Risk Assurance Committee supports the Board in executing its responsibilities for issues of risk, control, and governance and as such is responsible for the independent appraisal of the OS control environment, the effectiveness of corporate governance, and for providing advice and challenge on the management of risks that may impact the organisation.

Mike Yorwerth was appointed to the Committee in September 2023 to enhance the technology and data security skills of the committee.

OSARC effectiveness

The Committee confirmed it acted in accordance with its terms of reference and it ensured the independence, objectivity, and independence of the internal and external auditors.

The Chair maintained a regular dialogue with Internal Audit, the external auditors (NAO), Chief Executive & Accountable Person and Chief Finance Officer to provide the opportunity for independent discussions relating to the effective discharge of the Committee's responsibilities.

The Committee reviewed the risks and issues brought to it and reported any issues requiring attention to the Board and/or Accountable Person. The Committee reviewed the nature and status of strategic risks, along with details of mitigating actions being taken. Key strategic risk areas were reviewed in detail, to better understand the management of those risks, particularly information security risks (as a standing agenda item presented by the CISO), cyber incident response and business continuity and data governance.

Internal Audit attend each Committee meeting, providing a summary of internal audit findings and an update on progress against the plan. The Committee also reviews the status of implementation of internal audit actions.

The Head of Risk and Assurance left OS in February 2024. The new Head of Internal Audit joined in June 2024. All audit activity and actions were reviewed in order to provide the annual opinion.

In the interim period between the previous Head of Risk & Assurance leaving in February 2024 and the new Head of Internal Audit joining post year end, the CFO led on these areas. He was supported by the Head of Programme Management Office taking on the Risk lead role in the interim and supporting the Internal Audit Team on progress of the Internal Audit plan and reporting to OSARC.

The Head of Internal Audit reports to the Chief Financial Officer but maintains direct and regular communication with the OSARC Chair outside of Committee meetings.

Going forward, the Committee will continue to acknowledge and embrace its role in supporting the Board by providing an independent appraisal of the OS control environment, financial reporting, risk management and effectiveness of corporate governance, and for providing advice and challenge on risks that may adversely affect the business.

Internal Audit opinion

Internal Audit assessed the systems of governance, risk management and internal control based on a programme of work reviewed and agreed by OSARC. This is undertaken in a co-sourced arrangement between OS's in house team and a third party assurance provider who undertake specialist reviews. The results of Internal Audit reviews, including assurance opinions and progress with implementing recommendations arising from that work, were reviewed at each OSARC.

The Head of Internal Audit provided an annual opinion that limited assurance can be provided over the adequacy and effectiveness of OS's systems of governance, risk management and internal control. For 2022-23 a limited assurance opinion was provided over the adequacy and effectiveness of OS's systems of governance, risk management and internal control. Whilst the level of assurance year on year remains the same, internal control environments continue to mature.

Internal Audit published ten assurance opinion-based reports (comprising two unsatisfactory, two limited, three partial and three substantial opinions) and five advisory and support-based assignments.

Each action arising from an audit is assigned a responsible owner and due date. These are actively monitored by Internal Audit, management and OSARC. Positive progress continues to be made in addressing actions. All high priority actions are receiving adequate management attention.

Significant governance and control issues

During 2023-24 the Chair continued in the role of Interim CEO until the new CEO took up the position on 2 October 2023. From April to October 2023 the Interim CEO was closely supported by the CFO who performed the role of deputy Interim CEO during this period. The UK Corporate Governance Code advises against the same person holding both Chair and CEO positions, even on an interim basis. However as in 2022-23 appropriate mitigations were put in place including:

- Board meetings being Chaired by the Senior Independent Director
- Roles and responsibilities clearly outlined in the Interim CEO's letter of appointment.
- Agreed timelines for Interim CEO appointment to run concurrently with the recruitment process for the CEO position.
- Independent Board members holding meetings without the Interim CEO being present.
- Completing Board effectiveness review together with completion of follow up actions from independent review of interim governance arrangements completed in prior year.

Looking ahead

Going forward the Board and ELT will continue to work on developing the risk management and governance arrangements at OS. We will continue to review those strategic risks to achieving our strategic goals within the ELT and the Board with a view to considering the timeliness of implementation and success of mitigating actions.

We will continue to integrate the strategy and business planning, budgeting, performance management and risk management processes as being fundamental to delivering the OS strategy with OSARC and Board oversight.

Review of effectiveness

As Accountable Person, the CEO has responsibility for conducting an annual review of the effectiveness of the system of governance, risk management and internal control.

This review is informed by:

- The OS Audit and Risk Committee
- The oversight and work of the Executive Directors and senior managers
- The annual control self-assessment process and annual letters of assurance received from OS senior management and Executive Directors confirming their responsibilities in relation to OS strategy and values, risk management, internal control, and security

- Risk and Internal Audit functions
- The external auditors, the National Audit Office

All the above have a role in ensuring the OS risk management, governance and internal control structures are adequately designed and operating effectively. This Governance Statement reflects the result of the CEO's review, and he is satisfied with the effectiveness of the system of governance and the agreed plans to address weaknesses and ensure continuous improvement of the system of risk management and internal control.

Management certification

The CEO considered all the evidence provided during the preparation of this annual Governance Statement and has concluded that the organisation's overall governance, risk management and internal control structures are effective.

Nick Bolton
CEO

19 November 2024

Duty to promote the success of the Company

Under section 172 of the Companies Act 2006, the Directors of the Company must act in the way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of the members as a whole, and in doing so have regard to various factors, including the following:

- The likely consequences of any decision in the long-term
- The interests of the Company's employees
- The need to foster the Company's business relationships with suppliers, customers and others
- The impact of the Company's operations on the community and the environment
- The desirability of the Company maintaining a reputation for high standards of business conduct

The Strategic Report and Governance statement explain and provide various examples of how the Board of Directors have aimed to comply with this section 172 duty. In summary the Directors have given regard to the above factors via the following means.

As a general practice, all Board papers seeking formal decisions and all Board agendas include specific reference to and consideration of the section 172 duty and the various factors.

In terms of having regard to the likely consequences of any decision in the long-term:

- The Shareholder Framework Document sets the Company's overall control framework for decisions which could have material long-term consequences. In turn the Board have set internal financial delegations, reviewed and updated in January 2024, which provide the Board with a control mechanism for any decision which could have material long-term implications.
- The Board has a five year strategy which considers the long-term implications for the success of the Company, including in relation to the PSGA. The strategy is set out in the strategic plan which was reviewed and updated by the Board in 2022-23 and subsequently approved by the Shareholder in 2023-24. Development of the Strategic Plan and long-term implications for the Company is a continuing area of Board focus.

The Board has considered the interests of the workforce and other stakeholders as part of Board discussions and decisions. In relation to employee engagement, the Board has:

- Had regular engagement with the Chief People Officer and her team in relation to our employee experience, including our location strategy and ways of working, our Company wide employee surveys and workshops, and also in relation to our regular and ongoing engagement with Prospect and PCS, who are the recognised Trade Unions representing OS employees.
- Considered ways in which the employee voice can be enhanced in the Boardroom, including identifying opportunities for all Non-Executive Directors to engage across the employee population. This included Board engagement sessions with members of the Company's sustainability working Group and Women's Development Network.

The ways of engaging with employees have included the following:

- Monthly engagement surveys for all employees hosted by Workday Peakon, and moving during the year to monthly engagement surveys hosted by Workday Peakon.
- Ongoing consultation with Trade Unions, including on pay and also projects such as the roll-out of electric vehicles.
- Various employee Groups enabling community-led involvement and decision-making to inform policy. Groups include Women+ Development Network, LGBT+, Disability Awareness, Neuro Diversity Network, Ethnic Minorities Network, Religion and Belief Network and Sustainability Community.
- Employee representatives involved on strategic projects, for example graduate representation on the Sustainability Steering Group.
- Employee action teams to lead initiatives aligned to our strategy deliverables.
- Online events including discussions hosted by Directors, where employees can ask questions directly (for example the annual strategy launch and 'ask us anything' sessions).

In terms of how we have engaged with and fostered our relationships with suppliers, customers and others, we explain elsewhere in this Strategic Report about our various engagement activities, which have included the following:

- Our engagement throughout the year with the Geospatial Commission in relation to the PSGA.
- Our regular engagement activities with our Licensed Partners, including our Licensed Partner conference held in person at our HQ, Explorer House in March, together with regular Licensed Partner Advisory Council meetings held during the year.
- Engaging with our suppliers through our Procurement and Contract Management activities and processes, including supplier days and monitoring via KPIs (e.g. creditor payment days).

In terms of how we have regard to the impact of the Company's operations on the community and the environment, more detail is in our sustainability committee report on pages 32 to 55, but in summary:

- Ordnance Survey is an active participant in the community, both through our corporate charity and through encouraging all staff to utilise their volunteer days in local projects, with engagement monitored via a KPI.
- We have maintained our ISO14001 accreditation and continued to develop our Environmental Management Systems.

As to the desirability of the Company maintaining a reputation for high standards of business conduct, the Board have maintained a focus on this through:

- Our Annual Assurance Statement process (as described on page 24).
- Maintaining a whistleblowing policy, supported by staff awareness campaigns (as described on page 24).
- The various internal audits conducted during 2023-24 (as described on page 26).

The Strategic Report was approved by the Board and signed on its behalf by:

Nick Bolton
CEO

19 November 2024

Sustainability report

Taskforce for Climate Related Financial Disclosures (TCFD)

OS has made climate-related financial disclosures consistent with the TCFD recommendations. This includes the 11 recommended disclosures against the four themes of governance, risk management, strategy, and metrics and targets. All of the disclosure information is included within this document, and the following table details where in the report each element can be found. This is the second year of disclosure consistent with TCFD, and OS will work to further integrate climate change risk management. We have identified improvements in how we best communicate and review risks and opportunities with our Executive leadership team and Board, and this will be addressed over the coming financial year.

Key –

● Realised ◐ Progressing ○ Targeted

THEME	TCFD RECOMMENDED DISCLOSURE	PROGRESS AGAINST RECOMMENDED DISCLOSURES	ORDNANCE SURVEY DISCLOSURE	PAGE
Governance	a) Describe the Board's oversight of climate-related risks and opportunities	●	a) Governance structure inclusive of regularity of Board oversight included.	37 and 58
	b) Describe management's role in assessing and managing climate-related risks and opportunities	●	b) Management's role in assessing and managing risks and opportunities is described under governance.	18

THEME	TCFD RECOMMENDED DISCLOSURE	PROGRESS AGAINST RECOMMENDED DISCLOSURES	ORDNANCE SURVEY DISCLOSURE	PAGE
Strategy	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	●	a) The climate related risks come under the following key themes: policy and legal, market, technology, reputation, and both acute and chronic physical risks. The climate-related opportunities identified cover resource efficiency, energy source, resilience, products/services, and markets.	38 and 43
	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	○	b) Climate-related risks and opportunities considered as part of strategic and operational planning, this can be seen under Climate-related risks and opportunities.	38 and 43
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	●	c) In line with TCFD recommendations, we have identified the potential materiality over the short, medium, and long term for a 1.5°C scenario and a scenario where we are in excess of 2°C.	38 and 43

THEME	TCFD RECOMMENDED DISCLOSURE	PROGRESS AGAINST RECOMMENDED DISCLOSURES	ORDNANCE SURVEY DISCLOSURE	PAGE
Strategy (continued)			The assessed impact has been assessed on a qualitative basis with input from different business areas including members of the SSG, finance, legal, procurement, technology, facilities and or Commercial business unit. In future financial periods we will also look at how we can also quantify the impact.	
Risk Management	a) Describe the organisation's processes for identifying and assessing climate-related risks.	○	a) OS's processes for identifying and assessing risks, inclusive of climate-related risks, are aligned with the Governance Statement, with input from Facilities, Legal, Procurement, Finance, Innovation and Technology.	44–55
	b) Describe the organisation's processes for managing climate-related risks.	○	b) OS's processes for managing risks, inclusive of climate-related risks, are described within the Governance Statement. Strategic response to resilience can be seen in the tables under Climate-related risks and opportunities.	44–55

THEME	TCFD RECOMMENDED DISCLOSURE	PROGRESS AGAINST RECOMMENDED DISCLOSURES	ORDNANCE SURVEY DISCLOSURE	PAGE
Risk Management (continued)	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.		c) The climate-related risks identified are reported into OSARC to be considered alongside overall OS risk management. We will target improvement in this area by raising Climate Change to a Strategic Risk.	44–55
Metrics and Targets	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities In line with its strategy and risk management process.		a) OS uses greenhouse gas emission metrics to assess, monitor, and manage our exposure to climate-related risks, along with compliance with ISO 14001 certification to mitigate against non-compliance with policy and legal risks. Our metrics can be seen within the section Greenhouse Gas Metrics.	44–55
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.		b) Organisational emissions are disclosed within the Sustainability section of this report, with comparison against previous years to show progression. Year on year carbon emissions reduction is noted within the section Greenhouse Gas Metrics.	44–55

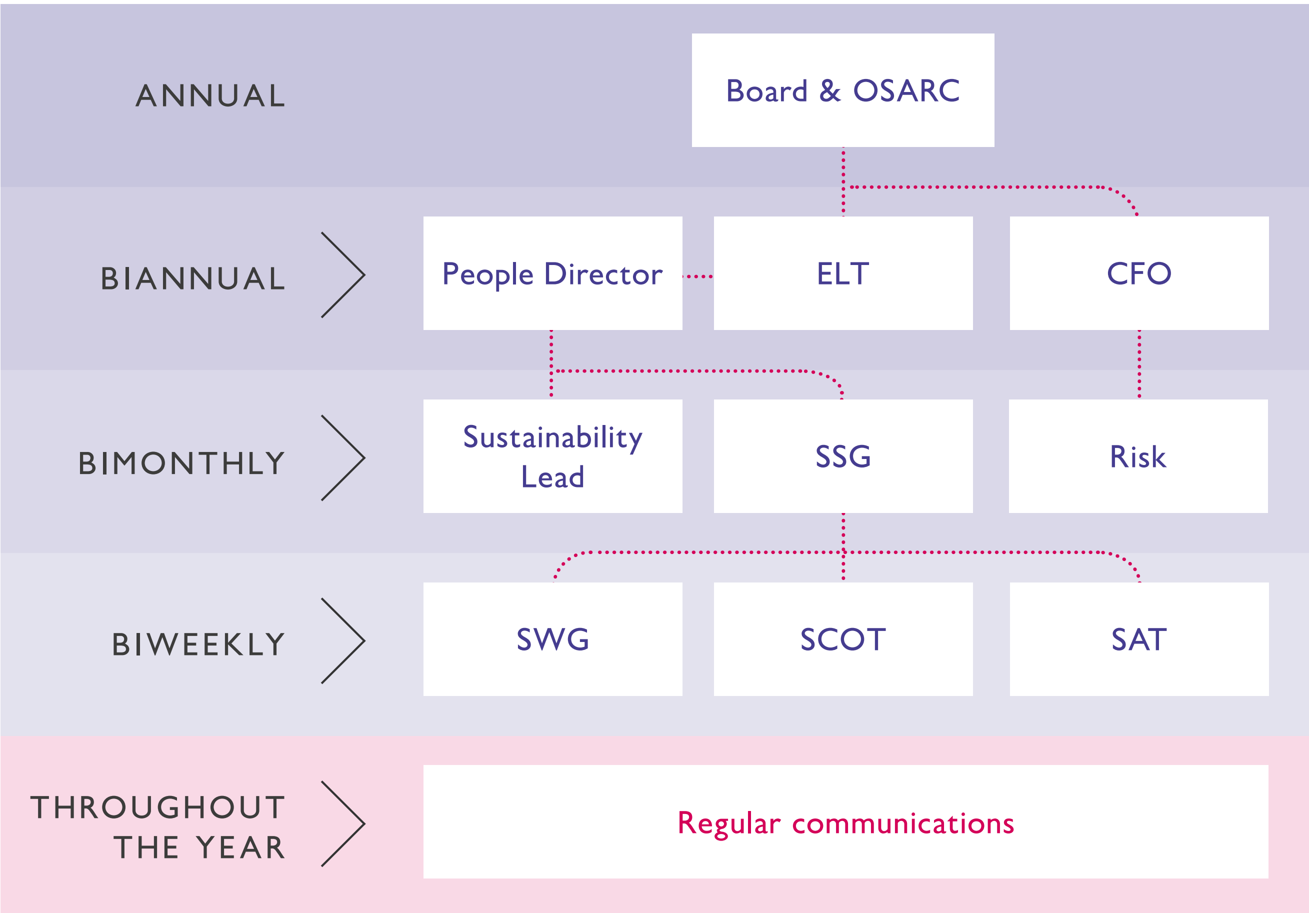
THEME	TCFD RECOMMENDED DISCLOSURE	PROGRESS AGAINST RECOMMENDED DISCLOSURES	ORDNANCE SURVEY DISCLOSURE	PAGE
Metrics and Targets (continued)	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	●	c) OS is committed to the UK Government's target to achieve Net Zero Carbon by 2050 and is working to develop Scope 3 understanding to accelerate this timeline. OS is also aligned to the targets set out in the Greening Government Commitments.	44–55

Governance

The sustainability governance structure for OS includes four sustainability Groups: the Sustainability Steering Group (SSG), the Sustainability Working Group (SWG), the Sustainability Action Team (SAT), and the Sustainable Commercial Opportunities Team (SCOT).

For sustainability engagement at Board level, a full sustainability paper is taken to Board on at least an annual basis. The 2023 paper included elements such as setting out the sustainability strategy, progress against carbon reduction goals, updates on investments made to progress the strategy, biodiversity developments at HQ and more. The SSG meet on a bi-monthly basis and conduct an annual management review in accordance with the requirements of the ISO 14001 standard. The SSG provide the steer, clear leadership, and executive endorsement of sustainability at OS. Moving forward, TCFD risk review will also be brought into SSG on a bi-annual basis. The risks and opportunities are shared and approved at OSARC at least annually.

The SWG, SAT, and SCOT are delivery-focused teams, each with a specific remit. The SWG delivers project work in support of the ISO 14001 certification with a strong Scope 1 and Scope 2 facilities focus. The SAT delivers employee-led initiatives and is open to employees to attend and contribute. The SCOT works within innovation and the development of products and services which support our customers to deliver against their sustainability objectives.



Climate-related risks and opportunities (strategy and risk management)

The climate-related risks and opportunities identified by OS can be seen in the tables below, including the potential impacts identified, the potential materiality, and the strategic response for ensuring resilience. The opportunities identified have significantly impacted the OS strategy, with a focus on more destinations for our data. This is explored within this section under Innovation: Supporting our Customers and on the OS website under See A Sustainable Place.

The process for identifying, managing, and mitigating climate-related risks is the same as for all strategic risks, and is described within the Governance Statement. The risks and opportunities below were, according with the process, shared with ELT for review and comment on development, and are shared with OSARC and Board at the intervals described under governance.

TCFD CATEGORY	RISK IDENTIFIED	POTENTIAL IMPACT	SCENARIO	POTENTIAL MATERIALITY			STRATEGIC RESPONSE RESILIENCE
				Short term (0-5)	Medium term (5-10)	Long term (10+)	
Transition: Policy & legal and Market	Non Compliance Regulatory Standards	> Litigation > Penalty Payments/Fines > Loss of Business through reputation damage and failing of supply chain due diligence requirements"	>2°				> Robust environmental legal review procedure for assessment of upcoming legislative requirements. > Audited externally via our certified ISO 14001 management system > Regular reporting to OSARC (OS Audit and Risk Committee) on potential litigation
			1.5°				

High Medium Low

TCFD CATEGORY	RISK IDENTIFIED	POTENTIAL IMPACT	SCENARIO	POTENTIAL MATERIALITY			STRATEGIC RESPONSE RESILIENCE
				Short term (0-5)	Medium term (5-10)	Long term (10+)	
Transition: Technology	Availability of components and ethical supply	> Business Disruption; associated (financial or reputational) costs of delayed contract deliverables. > Increased costs of high demand, low availability. > Additional costs if administering ethical supply.	>2°				> Diversify Supply Chain > Supplier due diligence conducted to test sustainability credentials of potential suppliers, and to reduce future administrative burden. > Forward looking strategic review of technology and how it can be applied to create efficiencies e.g. future capability roadmap > Manage our direct supply chain
			1.5°				
Transition: Market and Reputation	Changing stakeholder behaviour and expectations	> Diminished competitive position > Limitations of commercial growth > Reduced demand > Increased costs to adapt to new demands > Not meeting Customer expectations > Changing shareholder priorities impact on strategic direction	>2°				> Lead Market with Sustainability reporting standard > Use of Annual Reports as market research for desired data solutions > New commercial propositions in response to new demands > Employer of choice status
			1.5°				

High Medium Low

TCFD CATEGORY	RISK IDENTIFIED	POTENTIAL IMPACT	SCENARIO	POTENTIAL MATERIALITY			STRATEGIC RESPONSE RESILIENCE
				Short term (0-5)	Medium term (5-10)	Long term (10+)	
Physical Risks: Acute & Chronic	Increased frequency of extreme weather	> Increased insurance and repair costs > Damage to local infrastructure > Business Disruption including data collection (Ground Surveying, Data Towers and Flying Programme) > Increased frequency of power outages and power surges causing loss of critical equipment > International impacts (both work in country and supply chains)	>2°	Medium	High	High	> Transition to hybrid working to increase flexibility following location specific extreme weather events > Enhanced data collection when good weather permits to exceed collection targets > Support our own data with third party data sources > On-site generator to kick-in during power outages 2-4 days contingency > Diversify Supply Chain
			1.5°	Low	Medium	High	

High Medium Low

TCFD CATEGORY	RISK IDENTIFIED	POTENTIAL IMPACT	SCENARIO	POTENTIAL MATERIALITY			STRATEGIC RESPONSE RESILIENCE
				Short term (0-5)	Medium term (5-10)	Long term (10+)	
Physical Risks: Chronic	Extreme Heat & Drought	> Reduced manpower productivity > Increased energy consumption for cooling activity > Increased Maintenance due to overheating (data servers at risk) > Business & Local infrastructure Disruption > Business Disruption including data collection (Ground Surveying)	>2°	Medium	High	High	> Flexible working policies to enable employees to avoid the hottest part of the day > Transition to hybrid allows people to work where they feel comfortable in extreme heat > Ground Source Heat Pump used to provide air conditioning to Head Office > Business continuity planning
			1.5°	Low	Medium	High	

High Medium Low

TCFD CATEGORY	RISK IDENTIFIED	POTENTIAL IMPACT	SCENARIO	POTENTIAL MATERIALITY			STRATEGIC RESPONSE RESILIENCE
				Short term (0-5)	Medium term (5-10)	Long term (10+)	
Opportunities: Resource Efficiency, Energy Source and Resilience	Sustainable estate	> Reduce energy cost (sustainable technology) > Increased energy source independence > Reduce water usage > Reduce Scope 1 & 2 emissions > Enhance stakeholder awareness > Support biodiversity at Head Office	>2°				> All of the following feed into our strategy for Net Zero by 2050 in alignment with UK Government > We use 100% renewable electricity and green gas tariffs on-site > On site solar PV generation, potential to review additional on site generation > Decarbonisation of boilers (future initiative) > Energy efficient technologies e.g. GSHP, LED lighting, rainwater harvester, efficient taps and hand dryers etc. > Electric vehicle chargers on-site for employees and visitors > 100% recycled paper used on-site & reduced on-site printer fleet > Internal carbon offset strategy > Targeting a 100% EV fleet by end of 2027 > Sustainable Action Team, Gardening Club and Wildlife Club to promote employee engagement > Continuous development of biodiversity initiatives (e.g. grass management, allotments and composter, swift bricks, future pond etc.)
			1.5°				

High Medium Low

TCFD CATEGORY	RISK IDENTIFIED	POTENTIAL IMPACT	SCENARIO	POTENTIAL MATERIALITY Short term (0-5)	Medium term (5-10)	Long term (10+)	STRATEGIC RESPONSE RESILIENCE
Opportunities: Products/ Services & Markets	Commercial growth through sustainable propositions	> Sectoral and Market Growth > Positive Reputation as a Market Leader > Preferred Supplier > New revenue stream > Efficiencies from re-purposing existing products and Services > Reducing CO2 emissions of customer base > Government and Partner engagement on supporting decarbonisation and nature based solutions	>2°				> Sustainable commercial opportunities team work on developing new propositions > Use of Annual Reports as market research for desired data solutions > Involvement in UKSA SBRI funded project - developing the value of earth observation data for financial services > Supply Chain Data Partnership - reporting, risks & opportunities > Constellation - collaboration across 60 global corporations. Market transformation from destructive to protective. > Geovation start-ups > Exploring how our core data offer can support e.g. Biodiversity Net Gain & VeriEarth
			1.5°				

High Medium Low

Sustainability data and progress

At Ordnance Survey (OS) we are passionate about protecting the environment and preventing pollution through the products we create, our internal processes, and the management of our supply chain. We recognise that we have potential to enhance the environment both through the management of our own business processes, and through the creation of innovative geospatial solutions to address the complex climate change and environmental issues our planet is facing.

Powering head office with clean energy

We have spent the past few years upgrading our already BREEAM Excellent rated head office, Explorer House, into a sustainability centre of excellence. With PV panels installed at the end of March 2022, we have now had two full years of on-site generation. In January 2023 we completed a two-year, phased project to fully refit all lighting at Explorer House to LEDs and have therefore had a full year of 100% LEDs. We also upgraded our hand driers and taps at Explorer House this year to create further efficiencies. Explorer House also utilises a 100% renewable electricity tariff and a green gas tariff for what we cannot generate on-site. This demonstrates clear action taken to progress our Sustainable Estate opportunity.

Environmental Management System

We have had a successful year of continuing to deliver our Environmental Management System. Since our certification to ISO 14001 by BSI, under certificate number EMS 741488 in 2021, we have had five successful audits. These audits continue to focus our sustainability ambition and embed rigour in our processes. As part of this management system we review our environmental legal obligations on a monthly basis to ensure that we are compliant and to horizon scan. This is a key mitigation to the identified risk of non-compliance with regulatory standards.

A sustainable supply chain

We embed sustainability within our procurement process, through the incorporation of sustainability questions as standard into our tendering documentation, and into our Supplier Due Diligence Questionnaire. We have also added a Climate Clause to our Supplier Code of Conduct documentation. This is a mitigation support for the identified risk of availability of components and ethical supply.

In the 2022-23 financial year, we started our journey with CDP, a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts. Our goal in working with CDP is to develop our supply chain emissions understanding for the development of a robust carbon target, and to gain clarity on how we can support our suppliers.

In 2023-24 we requested a CDP carbon questionnaire response from our 191 top spend suppliers. We made the decision to exclude royalties from this process based on a review of the GHG Protocol Scope 3 Supplementary Guidance, therefore all following data excludes royalties. These top 191 suppliers accounted for 75% of total spend for the financial year. We had a response rate of 57% (up from 37% the previous year), which, due to prioritisation of high spend suppliers, accounted for 64% of total spend. In order to calculate emissions attributable to each responding supplier, we selected the CDP recommended calculation methodology on a case-by-case basis: self-reported, manually calculated, or sectoral averages. For requested suppliers who did not respond, we applied the most appropriate CDP Activity conversion factor. Finally, for the remaining spend we applied the generic conversion factor for 'specialised professional services'. This calculation resulted in a total of 2,593.59 tCO_2e.

We aim to continue to increase our response rate in the 2024-25 financial year to consolidate our understanding of our supply chain emissions. It should be noted that where data from the CDP carbon questionnaire is reported, it is for the previous financial year due to the time taken to collate and process the disclosures.

OS achieved a Climate Change score of C for our 2023 disclosure. This is consistent with the average of our activity Group, and we aim to increase this over time. OS also achieved a Supplier Engagement Rating of B- for 2023. This is above the average of our activity Group (C).

	NUMBER OF SUPPLIERS	PROPORTION OF SPEND	EMISSIONS (tCO_2e)
Requested - submitted	108	63.51%	1903
Requested - no response	83	11.09%	322
Not requested	-	25.40%	369
Total	-	100%	2594

Engaging our people

We continue to deploy a three-tiered governance structure for sustainability. The steering Group offers direction and drive, the working Group delivers the day-to-day projects, and the action team encourages employee engagement. The Sustainability Action Team is an open, voluntary, employee-led Group aimed at delivering critical local initiatives. Throughout the year the team have created numerous resources to inform and educate our dispersed employee base on how they can be more sustainable, whether they work in our head office or from home. They have also driven volunteering opportunities at head office including the creation of bug hotels and clearing of old plastic tree protectors in the adjacent woodland. They also arranged a talk from our local ecologists which inspired real passion for the topic. Employees are a key interested party identified under our environmental management system, and engagement is one example of how we mitigate against the identified risk of changing stakeholder behaviours and expectations. This can also be seen within the 'Innovation: supporting our customers' section.

Biodiversity: Nature Recovery Plan

As a public corporation, OS is signed up to the Greening Government Commitments. In accordance with target E 'Nature recovery – making space for thriving plants and wildlife' we have worked with local ecology experts to conduct onsite ecology surveys. These surveys informed the creation of a Nature Recovery Plan in 2023 which we have been working to deliver throughout the financial year. Activities include sowing of pollinator friendly wildflower meadows on site at Explorer House, installing swift bricks, drilling bee holes, creating bug hotels, installing bat boxes, and attaining planning permission to dig a small wildlife pond. We hope to have the wildlife pond dug and benefiting the local wildlife within the 2024-25 financial year. Throughout this we have been able to offer volunteering opportunities to OS employees to get involved with these developments which will aim to be informed and additive. We will continue to review our strategy year on year and set ourselves stretching goals, taking real steps toward our identified opportunity for a sustainable estate.

Greenhouse gas metrics

We have seen a 30% reduction in the emissions included within the above table since the 2022-23 financial year, excluding supply chain emissions. Additionally, we have a target to achieve a 60% reduction in emissions by 2025 against a 2017-2018 baseline under the Greening Government Commitments. At the end of the 2023-2024 financial year, we have achieved a 73% reduction, surpassing the target requirement. These metrics support our TCFD opportunity for a more sustainable estate.

ABSOLUTE METRICS	SCOPE/EMISSION/ENERGY USE	2021-22*	2022-23*	2023-24
Non-financial indicators (tCO_2e)	Total Scope 1 emissions (gas, fuel for fleet cars and fugitive emissions from air chillers)	590.9	472.3	275.5
	Scope 2 emissions attributed to electricity utilities (off-site electricity generation)	402.2	24.0	18.6
	Scope 2 emissions attributed to PHEV & EV fleet (off-site electricity generation)	17.8	53.1	71.7
	Total Scope 3 emissions (transmission loss of electricity)	82.9	61.9	61.0
	Total emissions attributed to electricity consumption (Scope 2 and 3)	503.0	139.1	151.3
	Emissions attributable to Scope 3 official business travel (rail, taxi, air, underground)	277.5	653.9	410.5
	Emissions attributable to Scope 3 Managed Assets (Gloucester Data Centre (21-22 only), inc. fugitive emissions and electricity consumption, Explorer House Tenants (23-24 only))	91.8	-	7.7
	Emissions attributable to Scope 3 Managed Assets (Surveying aircraft)	305.8	335.4	279.2
	TOTAL EMISSIONS (ALL SCOPES)	**1,769.0**	**1,600.7**	**1,124.2**

ABSOLUTE METRICS	SCOPE/EMISSION/ENERGY USE	2021-22*	2022-23*	2023-24
Self Generated Energy Consumption (kWhth)	Heat from renewable sources (Ground source heat pump) - Scope 1	1,064,200	861,200	1,387,200
Related Purchased Energy Consumption (kWh)	Electricity (Mains 'Green' Tariff - E.H. , G.D.C., Dennis Maps & GeoHub)	4,414,290	3,498,464	3,681,569
	Gas (E.H. & Dennis Maps)	608,761	675,248	316,826
	TOTAL kWh Consumption	**5,023,051**	**4,173,712**	**3,998,395**
Financial Indicators (£)	Expenditure on Energy (Gas, Electricity, BUS fuel, GDC electricity, GeoHub electricity, Aircraft fuel)	£ 923,390	£ 1,151,225	£ 1,030,556
	Expenditure on official business travel (rail, hire cars, taxis, air, BUS leasing)	£ 1,912,466	£ 2,893,669	£ 2,534,790
	Total expenditure on energy and official business travel	**£ 2,835,856**	**£ 4,044,894**	**£ 3,565,346**

*Improved data collection methods have resulted in a restatement of 2022-23 and 2021-22 values

NORMALISED METRICS	ASSET	2021-22	2022-23	2023-24
kWh/m[2]	Explorer House	287.9	262.5	254.7
tCO_2e/FTE	Explorer House	1.3	1.1	0.8
kWh/m[2]	Gloucester Data Centre	1,814	-	-
g CO_2e/km travelled	BUS mileage (kilometres)	135.5	108.3	70.8
g CO_2e/km travelled	Hire vehicles mileage (kilometres)	152.4	-	-
Number of instances	Domestic Flights (No.)	101	290	324
kg CO_2e/passenger-flight	Domestic Flights	129.2	132.0	137.0
kg CO_2e/passenger-flight	Short Haul Flights	251.9	144.0	137.3
kg CO_2e/passenger-flight	Long Haul Flights	939.1	1026.8	885.3
kg CO_2e per journey	Domestic Rail Travel	10.0	9.2	8.2

	ASSET	2021-22	2022-23	2023-24
Financial Breakdown of Business Travel	BUS lease	£1,209,148	£1,633,365	£1,486,153
	BUS fuel costs	£231,678	£304,676	£284,883
	Hire car costs	£265,268	£236,888	£306,668
	Domestic Rail Travel (including underground)	£62,374	£166,474	£167,437
	Domestic Flights	£13,182	£42,723	£48,013
	Short Haul Flights	£7,789	£16,185	£8,821
	Long Haul Flights	£116,546	£450,748	£201,238
	Domestic Taxis	£6,480	£42,610	£31,577
	TOTAL	**£1,912,465**	**£2,893,669**	**£2,534,790**

* The Scope 1 emissions from gas at Explorer House have been calculated using a market-based conversion factor of 125.28gCO2e per kWh. If a location-based calculation methodology were used, the total Scope 1 emissions from gas at Explorer House total would be 302.1tCO2e.

** The Scope 2 emissions from electricity at Explorer House, and GeoHub since the tariff change in September 2023 have been calculated using a market-based conversion factor of 0gCO2e per kWh. If a location-based calculation methodology were used, the Scope 2 emissions utilities would be 754.2tCO2e.

*** FTEs have been reviewed and updated for the three years reported, this impacts normalised metrics.

**** We are working to ensure all appropriate elements are included within the scope of this report, therefore we have added the GeoHub electricity to purchased energy costs, kWh, and Scope 2 emissions. For accuracy these amendments have also been made to the 21-22 and 22-23 data.

The Ordnance Survey fleet

Throughout the year we have continued to transition toward a fully ULEV fleet with 93% ULEV at the end of March 2024. Through this transition, we have seen a 16% reduction in Scope 1 and 2 emissions from our fleet, despite only a 7% reduction in mileage. We have also made a commitment to transition to a fully EV fleet throughout our next contract period from January 2025 to January 2029, with a target date of 31 December 2027. This will not only support the delivery of the Government Fleet Commitment, but is also a key part of our sustainability strategy. To support our transition to a fully EV fleet, we have 34 electric vehicle charging bays at Explorer House with an average of 100 users per month.

Business travel

We have seen a significant 37% reduction in emissions associated with business travel compared with the 2022-23 financial year. Emissions have reduced most within international flights with a 42% reduction, and remained steady within rail with just a 2% reduction. We have seen domestic flight emissions increase steadily since coming out of the restrictions of the Covid-19 pandemic.

To continue this overall trend, we have developed a new domestic flights policy to try to minimise our emissions impact from domestic travel. This will be trialled in the 2024-25 financial year, and we hope to see a further reduction in business travel emissions as a result.

Waste and water

Finite resources consumption - water and paper procured

ABSOLUTE METRICS			2021-22	2022-23	2023-24
Non -financial indicators (m3)	Water Consumed (m3) Tonnes CO2e	Mains water supply (Scope 2)	1,936	2,286	2,222
		Harvested Rainwater Used (Scope 1)	455	552	830
		Mains water tCO2e*	0.3	0.3	0.4
		Waste water tCO2e*	0.7	0.8	0.6
		Total tCO2e*	**1.0**	**1.1**	**1.0**
		TOTAL CONSUMPTION in m3	**2,391**	**2,838**	**3,052**
Normalised metrics	Water Consumed (m3)	Mains water supply per FTE**	1.45	1.58	1.55
		Harvested Rainwater Used per FTE**	0.34	0.38	0.58
		TOTAL CONSUMPTION per FTE	**1.79**	**1.96**	**2.13**
Absolute metrics	Paper Procured (tonnes)	Procurement (through Banner GGC)	0.05	0.09	0.10
		Procurement through FM contractor	2.51	1.66	2.53
		TOTAL PAPER PROCURED	**2.56**	**1.75**	**2.64**
Financial indicators (£)	Water Consumed (£)	Mains water supply & treatment	£7,314	£9,016	£9,362
		Used Harvested Rainwater treatment	£1,023	£1,134	£1,945
		TOTAL WATER SUPPLY & TREATMENT	**£8,337**	**£10,150**	**£11,307**

	2021-22	2022-23	2023-24
Mains water CF (/tCO2e)	0.000149	0.000149	0.000177
Waste water CF (/tCO2e)	0.000272	0.000272	0.000201

Waste figures from Biffa reviewed and updated for FY 21-22 and 22-23

* Updated conversion factors for 2021-22 and 2022-23 following an assurance review performed by RSM against the International Standard on Assurance Engagements (ISAE) 3000/3410
** Updated figures for 2021-22 and 2022-23 following an assurance review performed by RSM against the International Standard on Assurance Engagements (ISAE) 3000/3410

Mains water usage reduced by 3% this year despite an increase in building occupancy and tenanting of space on the second floor. This was due to the installation of motion sensor taps at all high traffic facilities. Reducing our water usage in turn reduces our reliance on mains water and therefore mitigates the impact of the identified risk of extreme heat and drought.

Paper procurement has increased since the 2022-23 financial year, with the majority of the increase seen within A3 paper usage. This is in part due to an increase in occupancy at Explorer House. We have significantly reduced our printer fleet by more than half to discourage unnecessary printing, which supports our downward procurement trend of A4 paper.

Waste

ABSOLUTE METRICS			2021-22	2022-23	2023-24
	Total waste arisings (tonnes)		41.49	44.21	45.17
Non-financial indicators (tonnes)	Non-hazardous waste	Waste Recycled/reused (exc. ICT)	14.37	10.42	13.42
		ICT equipment recycled externally	3.56	3.01	3.07
		Waste composted	0.79	3.23	1.69
		Toner cartridges (recycled)	0.26	0.26	0.26
		Waste sent to incinerator (energy recovery)	19.98	24.23	24.76
		Residual waste sent to landfill	0.61	2.26	1.72
	Hazardous Waste	Batteries (recycled)	–	–	–
		HCFC equipment (fridges etc.)	–	–	–
		Fluorescent lamps (recycled)	–	–	–
		Sanitary waste (not recycled)	0.06	0.06	0.06
		WEEE	1.87	0.75	0.20
		Engine oil	–	–	–

ABSOLUTE METRICS			2021-22	2022-23	2023-24
Financial indicators (£)	Total disposal costs (£)		**£24,683**	**£37,809**	**£24,426**
	Non-hazardous waste	**TOTAL NON-HAZARDOUS WASTE COSTS**	**£9,948**	**£21,608**	**£12,493**
		Waste Recycled/reused	£5,528	£6,448	£8,827
		ICT equipment reused/ recycled externally	£1,282	£11,232	–
		Toner cartridges (recycled)	£616	£200	£126
		Waste composted / anaerobic digestion	£817	£807	£609
		General waste skips	£1,705	£2,922	£2,931
		Waste sent to incinerator (energy recovery)	£9,594	£10,517	£2,760
		Residual waste sent to landfill	–	–	£5,262
		Metal waste	–	–	–
		TOTAL HAZARDOUS WASTE COSTS*	**£5,141**	**£5,683**	**£3,910**
	Hazardous Waste	Batteries (recycled)	–	–	–
		HCFC equipment (fridges etc.)	–	–	–
		Fluorescent lamps (recycled)	–	–	–
		Sanitary waste (not recycled)	£3,698	£3,698	£3,698
		WEEE*	£1,442	£1,985	£212
		Engine oil	–	–	–

* Updated values for 2021 and 2022-23 following an assurance review performed by RSM against the International Standard on Assurance Engagements (ISAE) 3000/3410

Waste levels remained steady from the previous financial year, with residual waste to landfill decreasing by 24% and recyclables increasing by 29%. We have moved to Veolia for our waste management, and so moving forward will have no waste sent to landfill in accordance with their policies.

We have continued to carry out consistent waste communication campaigns to encourage changes in behaviour and appropriate streaming of waste. To progress toward the Greening Government Commitment target for single-use-plastic-free estates, we have removed all plastic bottles from our catering provision at Explorer House and have introduced paper cup recycling.

Innovation: supporting our customers

OS has been investigating how new products and devices could meet the requirements of new legislation. One such example is the recent act on biodiversity net gain. Having listened to our Partners and customers, we have developed a sample enhanced land cover map which could aid the work of on-site ecologists by providing a more detailed baseline for the legislation.

The Constellation, led by Rewired Earth and Bankers for Net Zero (B4NZ), harnesses support from PwC UK, NatWest, Deloitte, Experian, GSI UK, Kantar, Ordnance Survey, Phoenix Group, We Don't Have Time, One Planet, UNEP FI, and many more, aims to accelerate systemic change that mobilises financial markets to become the most protective force on the planet.

The creation of this new collaboration comes in response to King Charles III's COP28 challenge to find different solutions and initiatives that can be combined to ensure coherent long-term approaches across sectors, countries and industries. Launching in January, this 'Constellation of Coalitions' presents a clear opportunity to address this challenge, to create greater trust and transparency through supply chains at a global scale. This demonstrates how we are taking action to progress our identified opportunity for commercial growth through sustainable propositions.

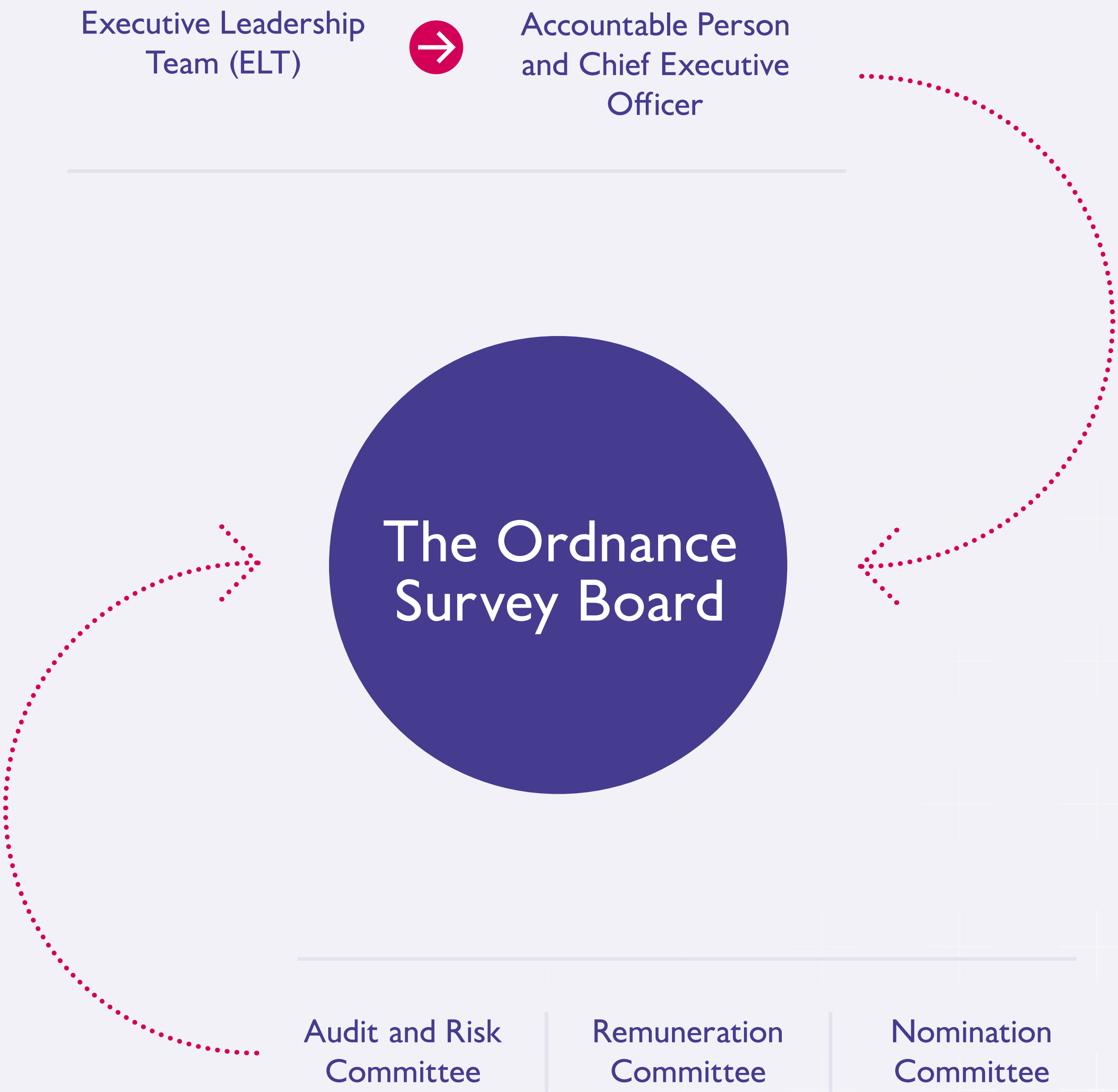
Under the Public Sector Geospatial Agreement, data enhancements that will benefit customers' sustainability use cases have been released this year and further enhancements are planned for the next one to two years.

Significant enhancements to our buildings data are being made that will support uses including evaluating building stock, measuring energy and thermal efficiency to support Decarbonisation and Net Zero policies, and identifying potential buildings for solar energy and green roof installations. Enhancements to land cover and land use data will support customers such as Defra and ONS in understanding changes to the natural built environment, monitoring, and reporting statistics related to sustainability, net zero, and climate change. Sustainability is also a major driver in the transport sector, and OS has made improvements in the richness and coverage of data to better support customers in designing sustainable networks. Further enhancements in this area are also planned, including cycle lanes to support active travel.

Our governance

Company status and shareholding

Ordnance Survey Limited is a private Company whose sole shareholder is the Secretary of State for Science, Innovation and Technology on behalf of HM Government. UK Government Investments Limited (UKGI) acts as the Shareholder Representative, advising the Secretary of State on the management of their shareholder interest, and a UKGI representative sits on the Ordnance Survey Board as Shareholder Director. As a wholly owned government Company, Ordnance Survey is classified as a 'public corporation', meaning it operates as a trading body controlled by central government with substantial day-to-day operating independence.


Executive Leadership Team (ELT)
Accountable Person and Chief Executive Officer
The Ordnance Survey Board
Audit and Risk Committee
Remuneration Committee
Nomination Committee

Ordnance Survey structure

The Ordnance Survey Board is responsible for running the Company as provided by the Shareholder Framework Document, in particular ensuring the delivery of the Strategic Objectives and the development and update of the multi-year Strategic Plan and annual operating plan and budget. The Board is responsible for providing entrepreneurial leadership of the Company within a framework of prudent and effective controls which enables risk to be assessed and managed.

Accountable Person and Chief Executive Officer is responsible for day-to-day leadership and proper, effective, and efficient use of public funds plus stewardship of Ordnance Survey resources.

The Executive Leadership Team (ELT) is the Senior Executive team, led by the Chief Executive Officer, and responsible for all operational matters ensuring the delivery and implementation of the strategy agreed by the Board, managing the resulting operations, and for leading the development of the Strategic Plan and annual operating plan and budget for recommendation to the Board.

Audit and Risk Committee (OSARC) has responsibility for the independent appraisal of the Company's control environment, financial reporting, risk management and effectiveness of corporate governance, and for providing advice and challenge on Company risks.

Remuneration Committee develops the Company's Remuneration Policy and approves Director and designated senior executive remuneration in line with the policy. See page 76.

Nomination Committee reviews the structure, size, and composition of the Board, and makes candidate recommendations for approval to fill Board vacancies excluding the Chair and Shareholder Director.

Governance statement

The governance statement outlines the control structure, explains how Ordnance Survey has complied with the principles of good governance and reviews the effectiveness of its governance arrangements.

UK Corporate Governance Code

Ordnance Survey Limited is a private Company limited by shares and wholly owned by the Secretary of State for Science, Innovation and Technology on behalf of HM Government. The Shareholder Framework Document requires Ordnance Survey Limited to operate corporate governance arrangements that accord with corporate governance best practice. The Board believes in strong governance and recognises the value of the 2018 UK Corporate Governance Code and therefore where possible it aligns its governance processes and arrangements with the best practices outlined in its principles and provisions.

Board effectiveness

Following an independent Board effectiveness review during 2022-23, a self-assessment effectiveness review was undertaken for the Board and Board Committees during 2023-24.

The key outcomes identified by the Board as part of the review included the following:

1. The need to ensure clarity on shareholder and government stakeholder expectations, to be achieved through working towards a refreshed Shareholder Framework Document and revised Strategic Plan in 2024-25.

2. There should be increased Board consideration of Strategic Risks and Mitigations in particular as part of strategy workshops in 2024.

3. To continue the Board's focus on strategic items (as opposed to operational items), ensured through regular Board review of the forward agenda.

4. Continuing to ensuring effective Board dynamics, including through pre-meeting co-ordination to ensure clarity on key decisions, questions and focus areas for Board discussion. Also continuing regular employee engagement sessions as part of Board meetings.

5. New director appointments had brought value to the breadth and skillset of the Board, enabling the Board and its Committees to support the organisation to achieve its strategic ambitions.

6. The Board Committee effectiveness reviews were positive, and also identified opportunities for improvement and future focus. These included Nomination Committee identifying a future focus on Inclusion and Diversity and succession planning, Audit and Risk Committee noting that the focus on ensuring improvements to Cyber security and resilience had been positive and the Committee's focus needed to move on to focus more on other Strategic risks (e.g. NGD transition). Remuneration Committee noted the positive support

The Committee had received from external advisors and members of the Executive team, that the scheduling could move into a different pattern, with fewer Remuneration Committee meetings to focus on key decisions, supplemented by additional workshops on particular topics.

Managing conflicts of interest

The Board agrees and documents an appropriate system to record and manage actual and potential conflicts of interest.

Shareholder Framework Document

The Ordnance Survey Shareholder Framework Document (SFD) sets out the relationship between the Company, DSIT (Department for Science, Innovation and Technology) as the Shareholder, and UK Government Investments as the Shareholder Representative. The Board operates in accordance with the SFD which details the Company's core responsibilities to the Shareholder and describes the Company's overall governance and accountability framework. The SFD also sets out how the day-to-day relationships works in practice.

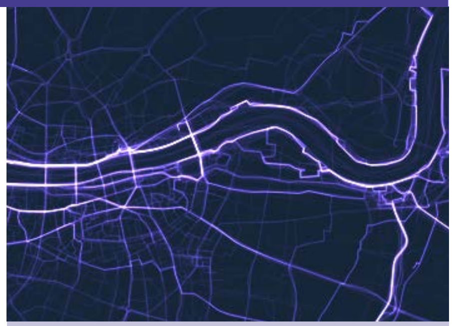
The SFD includes a statement of the Company's Strategic Objectives; to provide world-leading geospatial services and data in the UK and internationally, which involves delivery of the Public Task as required under the PSGA (Public Sector Geospatial Agreement). The Strategic Objectives also include operating as a sustainably profitable commercial organisation, on a self-financing basis, with the aim of decreasing the net cost to the public sector of the Company.

Geospatial Commission

The Geospatial Commission was established in 2018 as an independent, expert committee responsible for setting the UK's geospatial strategy and coordinating public sector geospatial activity.

Its aim is to unlock the significant economic, social, and environmental opportunities offered by location data and to boost the UK's global geospatial expertise.

Ordnance Survey supports the Geospatial Commission in its role to provide strategic oversight of the UK's geospatial ecosystem.



The Commission has a mandate and budget to drive and deliver changes by working in partnership with others to:

- **Provide strategic oversight** of the geospatial ecosystem in the UK, setting geospatial strategy, policy, and standards.
- **Hold the budget** for the public sector's largest investment in geospatial data.
- **Make targeted investments** in data projects that accelerate innovation and adoption of geospatial data applications.

Department for Science, Innovation & Technology

Geospatial Commission

Ordnance Survey

The Geo6

The Geospatial Commission has a formal relationship with six, core partner bodies (the Geo6) and Ordnance Survey plays a leading role in supporting the delivery of the UK's National Geospatial Strategy.

Ordnance Survey

UK Hydrographic Office

The Coal Authority

HM Land Registry

BGS 1835

Valuation Office Agency

Attendance at Board and Committee meetings in 2023-24 was as follows:

BOARD AND COMMITTEE COMPOSITION AND ATTENDANCE	ORDNANCE SURVEY BOARD	COMMITTEE MEMBERSHIP	OSARC	REMUNERATION COMMITTEE	NOMINATION COMMITTEE
Total number of meetings	10		4	11	9
Nick Bolton Chief Executive Officer Appointed October 2023	5/5		2	6	1
Stephen Lake Chair Interim CEO until October 2023 Nomination Committee Chair from October 2023	9/10	• Nomination • Remuneration	2/4	10/11	6/9
James Coppin Shareholder Director UKGI representative	10/10	• Nomination • Remuneration • OSARC	4/4	11/11	9/9
David Henderson Chief Geospatial Officer Appointed July 2023	7/7		–	–	–
Philippa Hird Senior Independent Director Remuneration Committee Chair Nomination Committee Chair until October 2023	8/10	• Nomination • Remuneration	–	11/11	9/9

BOARD AND COMMITTEE COMPOSITION AND ATTENDANCE	ORDNANCE SURVEY BOARD	COMMITTEE MEMBERSHIP	OSARC	REMUNERATION COMMITTEE	NOMINATION COMMITTEE
Lynn Mawdsley Non-Executive Director OSARC Chair	10/10	• Nomination • OSARC	4/4	1	8/9
Ron Mobed Non-Executive Director	10/10	• Nomination • Remuneration	–	10/11	8/9
Carol Potter Non-Executive Director	10/10	• Nomination • OSARC	3/4	2	9/9
Steve Showell Chief Financial Officer	10/10		4	3	–
Fiona Strens Non-Executive Director Appointed July 2023	6/7	• Nomination • Remuneration	–	6/6	1/1
Mike Yorwerth Non-Executive Director Appointed July 2023	7/7	• Nomination • OSARC	3/3	–	1/1

Notes

Fiona Strens was appointed as a NED to the Board on 1 July 2023, committee appointments did not take effect until 21 September 2023.
Mike Yorwerth was appointed as a NED to the Board on 14 July 2023, committee appointments did not take effect until 21 September 2023.
Executive Directors attend Committee meetings by invitation.

Parliamentary accountability and audit report

The Parliamentary Accountability and Audit Report brings together the key accountability documents, detailing the regularity of expenditure, so that Parliament can be assured that funds have been expended in the manner intended.

Regularity of expenditure (subject to audit)

Ordnance Survey's Accountable Person, the Chief Executive Officer, is the person on whom parliament calls to account for stewardship of its resources. The standards the Accountable Person is expected to deliver cover Governance, Decision-making and Financial Management.

Ordnance Survey complies with the HM Treasury guidance Managing Public Money, to the extent applicable to public corporations, which in short covers the principles as to how Government bodies handle public funds with probity and in the public interest. The Financial Memorandum sets out the specific financial framework, within which Ordnance Survey is required to operate. This is complemented by the Scheme of Delegation which authorises its employees to carry out certain of its functions.

Under the Government's transparency agenda, expenditure is published monthly on all transactions over £25k and Government Procurement Card spend over £500.
An annual audit of the Ordnance Survey Accounts is undertaken by the National Audit Office (NAO).

In addition to this is an ongoing internal audit programme which helps to provide assurance to our Chief Executive and Accountable person as well as our Audit and Risk Assurance Committee that finances are being handled appropriately and with propriety.

All of the above give us assurances that our finances are being handled with regularity. For 2023-24 Ordnance Survey can report that there were no losses or gifts incurred during the year that exceeded £300k.

Remote contingent liabilities (subject to audit)

As at 31 March 2024 Ordnance Survey held no remote contingent liabilities.

Directors' report

Company number: 09121572

The Directors present the Annual Report and Accounts of Ordnance Survey Limited (the Company) and its subsidiaries (together the Group) for the year to 31 March 2024. The Company is domiciled and incorporated in the United Kingdom, the parent and ultimate controlling party of the Company is the Secretary of State for Science, Innovation and Technology.

The principal activity of the Company in the year to 31 March 2024 was the collection, maintenance and distribution of up-to-date geospatial information.

Financial highlights are included on page 15.

Results and dividends

The results are set out in the statement of profit or loss on page 91. The Directors declared a final dividend to our shareholder of £6.9m. (2022-23 £10m) in line with the dividend policy in the Shareholder Framework Document, to declare annual dividends of 50% profit after tax.

Directors

The following Directors held office during the year ended 31 March 2024 and to the date of signing this report:

Stephen Lake	Chair
Nick Bolton	Chief Executive Officer (from October 2023)
Steve Showell	Chief Financial Officer
David Henderson	Chief Geospatial Officer (from July 2023)
James Coppin OBE	Shareholder Director
Philippa Hird	Senior Independent Director
Ron Mobed	Non-Executive Director
Carol Potter	Non-Executive Director
Lynn Mawdsley	Non-Executive Director
Fiona Strens	Non-Executive Director (from July 2023)
Mike Yorwerth	Non-Executive Director (from July 2023)

Executive Directors

The following are Executive Directors, although they are not statutory Company Directors in accordance with the Companies Act 2006:

Nick Giles OBE	Managing Director of OS Consumer
Leanne Upson	Chief Marketing Officer
Paul French	Chief Commercial Officer (until June 2024)
Manish Jethwa	Chief Technology Officer (from November 2023)
Hazel Hendley	Chief People Officer
John Kimmance	Chief Customer Officer
Ash Wheeler	Chief Product Officer (from June 2024)
Jon O'Meara	General Counsel and Company Secretary
Richard Gifford	Chief Technology Officer (until October 2023)

Further information about the Directors' interests is provided in the Directors' remuneration report.

Directors' indemnities

The Company has made qualifying third-party indemnity provisions for the benefit of its Directors, which were made during the year and remain in force at the date of this report.

Research & development, and future developments

These areas are dealt with in the Strategic Report on pages 9 to 14.

Corporate governance

These areas are dealt with in our governance section from page 58.

Sustainability

Sustainability, including greenhouse gas emissions, is dealt with in the sustainability report on pages 32-55.

Risk profile

These areas are dealt with in the Strategic Report on page 19.

Financial risk management

The Group's activities expose it to a number of financial risks including credit risk, cash flow risk and liquidity risk.

Credit risk

Credit risk manifests itself in the trade receivables balance, which is spread over a large and diverse customer base. The Group monitors the financial position of customers on initial application and on an ongoing basis. Provision is made for debts which are considered doubtful. At the year end, the Directors do not consider there to be any material un-provided credit risk.

Cash flow risk

The Group monitors cash flow risk by maintaining cash flow forecasts and ensuring that adequate under utilised cash facilities are maintained.

Supplier payments

During the year average days from invoice date to payment date for the Company was 39.7 days (2022-23: 34.2 days).

Treasury management

Most Group business is transacted in sterling although there are some large contracts transacted in US$. The international subsidiary also receives some payments in foreign currencies. The Group monitors the fluctuations on foreign currencies and will consider the use of cash flow hedges if a material risk is identified.

Political and Charitable contributions

No political donations were made in the year by the Company or Group. Charitable donations are reported on page 13.

Branches outside the UK

The Group has branches, as defined in section 1046(3) of the Companies Act 2006, outside the UK as follows:

- United Arab Emirates
- Singapore

Going concern

After making enquiries, the Directors of the Company concluded that it has adequate resources to continue in operational existence for the foreseeable future. The Company therefore adopts the going concern basis in preparing its financial statements.

Disabled employees

Applications for employment by disabled people are always fully considered, bearing in mind the skill set of the person against the criteria of the role. In the event of employees becoming disabled, every effort is made to ensure their employment with the Group continues and that appropriate training is arranged. It is the policy of the Group and the Company that the training, career development and promotion of disabled people should, as far as possible, be identical to that of other employees.

Employee collaboration

Ordnance Survey has developed a broad range of employee communications channels and mechanisms to make sure employees are informed, involved and engaged on everything concerning the current and future business. Employee engagement through communication ranges from broadcast communications, such as the daily updated intranet (Business Today) and an internal social media channel (Viva Engage at OS) through to dialogue focused events such as CEO and Executive Director briefings, regular employee surveys and regular listening sessions. Ordnance Survey recognises and works alongside Prospect and PCS trade unions. More details are contained within the Strategic Report.

Corporate governance

The Company's statement on corporate governance can be found in the governance statement of this Annual Report.

Related parties

There are no Directorships or significant interests held by any Director which may conflict with their management responsibilities to the Group.

Post balance sheet events

Post balance sheet events are documented in note 29 to the financial statements.

Independent auditors

So far as the Directors are aware, there is no relevant audit information (that is, information needed by the Company's auditors in connection with preparing their report) of which the Company's auditors are unaware. The Directors have taken all steps to make themselves aware of any relevant information and to establish that the Company's auditors are aware of that information. Our framework document requires us to invite the Comptroller and Auditor General to be the external auditor, and the Comptroller and Auditor General has indicated his willingness to continue in office.

Authority of issue of financial statements

The Directors gave authority for the financial statements to be issued on 19 November 2024. Neither the Company's owner nor others have the power to amend the financial statements after issue.

Approved by the Board and signed on its behalf by:

Nick Bolton
CEO

19 November 2024

Statement of Directors' responsibilities

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with UK adopted International Accounting Standards and the requirements of the Companies Act.

Under Company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, International Accounting Standard 1 requires that Directors:

- properly select and apply accounting policies;
- present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information;
- provide additional disclosures when compliance with the specific requirements in IFRSs are insufficient to enable users to understand the impact of particular transactions, other events and conditions on the entity's financial position and financial performance; and
- make an assessment of the Company's ability to continue as a going concern.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and the Group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the Group's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. Having taken advice from the Audit Committee, the Directors consider that the Annual Report, taken as a whole, is fair, balanced and understandable and provides the information necessary for shareholders to assess the Company's performance, business model and strategy.

Remuneration Committee report

Over the course of 2023-24, the Remuneration Committee has continued to support the development of reward at OS to deliver our strategic ambitions.

This report summarises the key activity of the Committee during the year and the ways in which we have complied with the relevant sections of OS' Shareholder Framework Document.

The economic downturn continued to impact OS' markets in 2023, leading to continued cost-management measures across the business. The business also experienced sustained levels of employee attrition, particularly in employees with less than two years' service. In this context, the Committee focused on ensuring that the value of the employee proposition was prioritised and took proper account of the drivers of engagement among our whole workforce.

Leadership

In addition to the appointment of a permanent CEO, there was significant organisational change through 2023. OS conducted a wide-ranging review of the operating model to identify the changes required to deliver the foundations on which growth can be successfully achieved. The areas identified were improving customer focus, accountability, and alignment through the organisation.

As a result of this operating model review, we approved terms for key new roles and exit terms in line within contractual requirements. We approved the remuneration package for the CEO appointment within the agreed parameters set by HMT. We reviewed the proposed incentive measures under the CEO Commercial Bonus Scheme to ensure alignment to business priorities, and approved a partial payout under the scheme. The Committee approved terms for the appointment of a new Board Chair to be appointed in 2025.

Performance

- The Committee's decisions balanced value, affordability, market competitiveness and growth. We approved a pay award of 4.98% of pay bill within the context of the unprecedented levels of inflation and wage growth. Recognising the impact of the cost-of-living challenge on those lower paid, a higher award was targeted at those in roles at lower grades in the organisation.
- The Committee considered OS business performance for 2023-24 against the targets in the annual bonus scheme for

all staff, noting that the single measure for the all-employee scheme (EBITDA) was achieved. We were therefore pleased to approve an on-target payout of between 5% and 10% based on individual performance rating.

- We evaluated performance under the Directors and Senior Leadership Team scheme and approved a payout slightly behind target up to 15% based on individual performance rating. The Committee recognised that OS continues successfully to drive a performance culture through its incentive schemes.
- We invested time this year considering changes to the Remuneration Policy and Pay Structure design to ensure OS remains competitive in a challenging skills market. The Committee approved changes to the Policy to support the wider value proposition and recognise the drivers of a changed workforce. Over 60% of OS employees have been recruited since 2015 meaning they are no longer eligible to receive the legacy civil service pension.

Talent

The Committee continues to take an active interest in the initiatives to develop, progress, and retain talent in the organisation at all levels. While the UK labour market stabilised in some respects relative to 2021-22, the competition for technical and commercial skills remains very high and we expect this to continue to be an area of challenge facing OS. The Committee are therefore supportive of initiatives that seek to develop and grow internal talent.

We were delighted to meet incoming early careers talent during the year, as well as welcoming women leaders to the Executive team and the Board following competitive recruitment processes. Nevertheless, there remains work to do, and the Committee has spent time this year on strategies and measures designed to address underlying challenges to retaining and developing talent.

- Noting that over 30% of vacancies through 2023 were filled by existing employees, the Committee were pleased to approve pay policy changes that increased the available base pay award to employees who achieve promotion or move jobs internally, helping to encourage retention and engagement.
- As the 2023 gender pay gap report shows – gender diversity at all levels of the organisation remains a challenge. On approving this year's Gender Pay Gap Report, the Committee remains assured that OS continues to put its full attention to support women further their careers.

Looking ahead to 2024, the Committee will continue our focus on ensuring that investment in pay and reward supports the long-term business ambitions. A renewed focus on delivering effective incentive and bonus schemes will be important to enabling the transformed organisation design, aligning to the strategic measures of business and individual success.

Philippa Hird
Remuneration Committee Chair

19 November 2024

Remuneration overview

Ordnance Survey's remuneration policy outlines a set of criteria and corporate governance best practice in relation to pay and employment conditions.

Decision-making processes

The Remuneration Committee (RemCo) develops the overall Remuneration Policy for the Company, in line with the remuneration parameters and criteria set by the Shareholder Framework Document, and the policy is subsequently approved by the Board.

The Remuneration Policy sets out the overall principles and governance for remuneration, and the Remuneration Committee applies this in approving the remuneration for Directors and designated senior roles, as well as seeking Shareholder and HM Treasury approval as required.

RemCo takes into consideration the pay and employment conditions across the wider workforce and the remuneration parameters and criteria set by the Shareholder Framework Document and is responsible for considering and recommending approval in relation to the annual pay award for all employees, which is subsequently formally approved by the Board.

The Committee meets on a regular basis, as often as is necessary and twice per year as a minimum, to be informed about, debate and decide on matters such as:

- Appropriate measures and targets for variable pay plans at the start of the year; and then outcomes achieved at the end of the year
- Pay review budgets
- Gender Pay Gap reporting and activities
- Remuneration and performance of the senior team

Remuneration committee

REMUNERATION COMMITTEE MEMBERS	ROLE
Philippa Hird	Senior Independent Director
James Coppin	Shareholder Director
Ron Mobed	Non-Executive Director
Stephen Lake	Non-Executive Director, Chair (from October 2023)
Fiona Strens	Non-Executive Director (from September 2023)

The committee was supported by Hazel Hendley (Chief People Officer) and Hannah Williams (Resourcing & Reward Lead).

None of the above were present for discussions or involved in decisions concerning their own remuneration.

Reward principles

- We support the delivery of the Ordnance Survey Strategy by ensuring we can recruit, retain and engage the right people.
- We demonstrate value for the public purse, ensuring we spend our resources effectively and manage risk with effective controls.
- We use all aspects of total reward and the employee experience as part of a rounded, competitive offer.
- We recognise that the ability to invest in pay is achieved through our commercial success.
- We ensure that all pay processes and decisions are inclusive, free from discrimination and bias, and deliver consistent and transparent outcomes across our workforce.
- We embrace best practice as set out in the UK Corporate Governance Code and are mindful of public sector pay policy.

Employment agreements

Non-Executive Directors are appointed for a fixed-term tenure, with the exception of the Shareholder Director. Other Statutory Directors covered by this Annual Report hold appointments which are open ended until their employment with Ordnance Survey ceases. Their notice period is six months.

Statement of Directors' remuneration (audited)

2023-24	SALARY AND FEES	PERFORMANCE-RELATED PAY	BENEFITS IN KIND*	VALUE OF EMPLOYER PENSION CONTRIBUTIONS	TOTAL
	£'000	£'000	£	£'000	£'000
Stephen Lake (until 1 October 2023)**	62	—	4,619	—	**67**
Nick Bolton (from 2 October 2023)	129	31	—	9	**169**
Steve Showell***	226	34	—	23	**283**
David Henderson (from July 2023)	136	19	—	41	**196**

* Benefits in kind is the monetary value of benefits in kind provided by the employer and treated by HM Revenue and Customs as a taxable emolument
** Stephen Lake's full remuneration package for 2023-24 was £112k which covers both his roles as Chair and Interim CEO. Stephen Lake's payments in respect of services as a Non-Executive Director can be found on page 83. Stephen Lake's Benefits in Kind are in respect of his period as Interim CEO.
BiK's for Non Executive Directors are reported on page 83
*** Steve Showell's remuneration package for 2023-24 contains £10,742 as Temporary Assignment allowance for acting as Interim CEO during a period of absence for Stephen Lake for period 1 April 23 - 30 Sept 23

2022-23	SALARY AND FEES	PERFORMANCE-RELATED PAY	BENEFITS IN KIND*	VALUE OF EMPLOYER PENSION CONTRIBUTIONS	TOTAL
	£'000	£'000	£	£'000	£'000
Stephen Lake**	114	—	—	—	**114**
Steve Showell	205	—	—	22	**227**

* Benefits in kind is the monetary value of benefits in kind provided by the employer and treated by HM Revenue and Customs as a taxable emolument
** Stephen Lake's full remuneration package for 2022-23 was £164k which covers both his roles as Chair and Interim CEO. Stephen Lake's payments in respect of services as a Non-Executive Director can be found on page 83

- Salary and fees include gross salary and any other taxable allowances and payments.
- The total remuneration includes base salary, non-consolidated performance-related pay earned in respect of performance during 2023-24, cash allowances/earnings, benefits in kind and the value of employer pension contributions.
- Nick Bolton & Steve Showell were members of the OS Horizon Group personal pension scheme.

Performance-related pay

Executive Directors performance incentive scheme has a maximum opportunity of 20% of gross annual base salary received.

The Remuneration Committee reviewed the terms of the scheme and agreed that measures for 2023-24 should incentivise:

- Corporate performance, focussing on non-PSGA revenue and Net Promoter Score
- Strategic targets to focus on delivery of key contracts and strategies and consideration of Environmental, Social and Governance elements as well as Employee Engagement. The Remuneration Committee exercises its discretion to determine the extent to which Strategic Measures are achieved.
- Specific personal targets.

The following weightings were applied to reward positive behaviours with business units and expert functions being mutually dependent on each other:

Measure	Weighting
Corporate	40%
Strategic	40%
Personal	20%

Fair pay disclosure (audited)

Reporting bodies are required to disclose the relationship between the salaries of the most highly paid Director in their organisation and the median earnings of the organisation's workforce.

Financial Year 2023-24

- The salary and taxable benefits excluding pension of the Company's most highly paid Director on a full year equivalent basis was £260,000
- This amount represents 6.21 times the median salary and taxable benefits of the workforce, which was £41,896
- The range of salaries was £20,153 to £260,000
- The change in ratio from 2022-23 is due to the appointment of a new CEO during the year
- There were no employees paid in excess of the highest paid Director.

Financial Year 2022-23

- The salary and taxable benefits excluding pension of the Company's most highly paid Director on a full year equivalent basis was £205,000
- This amount represents 5.11 times the median salary and taxable benefits of the workforce, which was £40,130
- The range of salaries was £19,048 to £210,000
- There was one employee paid in excess of the highest paid Director

	PAY RATIO OF HIGHEST PAID DIRECTOR TO EMPLOYEES (TOTAL PAY AND BENEFITS)			FOR HIGHEST PAID DIRECTOR		FOR ALL EMPLOYEES	
	@ 25th percentile	@ Median	@ 75th percentile	% change in salary and allowances	% change in performance pay and bonuses payable	Average % change in salary and allowances	Average % change in performance pay and bonuses payable
2023–24	8:1 (£ 34,202)	6:1 (£ 41,896)	5:1 (£ 52,273)	27%	100.00%	6.30%	100.00%
2022–23	6:1 (£ 31,872)	5:1 (£ 40,130)	4:1 (£ 49,553)	-18%	-100.00%	8.00%	-100.00%

	PAY RATIO OF HIGHEST PAID DIRECTOR TO EMPLOYEES (TOTAL PAY EXCLUDING BENEFITS)		
	@ 25th percentile	@ Median	@ 75th percentile
2023–24	8:1 (£ 32,853)	6:1 (£ 41,071)	5:1 (£ 51,750)
2022–23	7:1 (£ 30,416)	5:1 (£ 37,854)	4:1 (£ 48,000)

Directors' defined benefit pensions (audited)

2023-24 One Director was in receipt of a defined benefit pension. This arose upon appointing a employee into a statutory Director role who is a member of the defined benefit pension scheme.

2022-23 No Director was in receipt of a defined benefit pension.

Directors' emoluments

	2023-24	2022-23
	£'000	£'000
Salaries and other short-term employee benefits	840	480
Pension contributions charged in year - defined benefits	41	–
Pension contributions charged in year - defined contribution	31	22
Highest paid Director (page 77)	260	205

Early release costs provided for in financial year

All early release payments were made in line with employee contractual entitlements and not above.

For leavers who joined OS pre April 2015, redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme made under the Superannuation Act 1972, except for overseas employees who are paid contractually in line with local employment law requirements.

	2023-24	2022-23
	£'000	£'000
Less than £10,000	–	–
£10,000 - £25,000	–	1
£25,001 - £50,000	–	1
£50,001 - £100,000	1	–
More than £100,000	–	–
Total number of exit packages	1	2
Total cost £'000	**65**	**77**

Early release costs are accounted for as described in note 1.13. Where the Group has agreed early retirements, the additional costs are met by the Group and not by the Civil Service Pension Scheme.

Gender and career level breakdown

The table below provides a breakdown of employees by career level and gender as at 31 March 2024. We are addressing the gender imbalance by promoting a culture where everyone feels welcome and valued, including in recruitment and leadership coaching.

	31 MARCH 2024			31 MARCH 2023		
Career Level	Male	Female	Total	Male	Female	Total
Non-Executive	4	4	**8**	3	3	**6**
Executive Leadership Team	9	2	**11**	8	1	**9**
Heads	17	3	**20**	15	3	**18**
Senior Managers/ Professionals	119	50	**169**	114	47	**161**
Other roles	817	421	**1,238**	816	436	**1,252**
TOTAL	**966**	**480**	**1,446**	**956**	**490**	**1,446**

Employee sickness absence

We monitor employee sickness absence and return-to-work interviews are held to ensure appropriate support or adjustments can be offered. We also reference external benchmarks to understand how our levels of sickness compare within similar UK organisations. According to figures from the Office of National Statistics, UK 2022 sickness absence rates are an average 5.7 days per worker.

	2023-24		2022-23	
Employee sickness absence	Total days lost due to sickness	Average sickness days lost per employee	Total days lost due to sickness	Average sickness days lost per employee
Total absences	8,031	5.6	8,067	5.6

Off-payroll engagements

We disclose all off-payroll engagements which exceed six months and £245 per day. We use the services of contractors provided by third-party organisations to cope with peaks of demand on resources. Off-payroll engagements are managed in compliance with IR35 legislation.

As at 31 March 2024, off-payroll engagements for more than £245 per day and that last for more than six months are as follows:

	31 MARCH 2024	31 MARCH 2023
Number of existing engagements as at date	21	57
Number that have existed for less than one year at time of reporting	4	25
Number that have existed for between one and two years at time of reporting	14	11
Number that have existed for between two and three years at time of reporting	0	11
Number that have existed for three or more years at time of reporting	3	10
Number assessed as relevant to IR35	1	0
Number assessed as not relevant to IR35	20	57
Number engaged directly and are on payroll	0	0
Number of engagements reassessed for consistency/ assurance purposes during the year	20	57
Number of off-payroll engagements of Board members and/ or senior officials with significant financial responsibility through the financial year	0	0
Number of individuals on payroll and off-payroll that have been deemed Board members, and/or senior officials with significant financial responsibility, during the financial year	19	18

Non-Executive Directors (audited)

- The Non-Executive Chair (Stephen Lake); and the Shareholder Non-Executive Director (James Coppin) are appointed directly by the Secretary of State for DSIT.
- The remaining Non-Executive Directors (Philippa Hird, Ron Mobed, Carol Potter, Lynn Mawdsley, Fiona Strens and Michael Yorwerth) are appointed by the Board of Directors of Ordnance Survey Limited, on the recommendation of the Nomination Committee and approval of UKGI. Their remuneration and terms of appointment are agreed at the time of their appointment, which is normally for three years with the option for this to be extended for a further three years. By exception and on completion of the three-year optional period, any further extension is offered under mutually agreed terms.

Payments to Non-Executive Directors

Ordnance Survey Non-Executive Directors are not Ordnance Survey employees and are not members of the Principal Civil Service Pension Scheme nor the OS Horizon Group Personal Pension Plan. Their remuneration is paid after deduction of PAYE and NIC through the Ordnance Survey payroll. The Shareholder Director is remunerated by their employer UKGI.

Remuneration paid to Non-Executive Directors was as follows:

	2023-24 REMUNERATION £'000	2023-24 BIK* £	2022-23 REMUNERATION £'000	2022-23 BIK £
Philippa Hird	28	1,967	28	1,022
Stephen Lake	50	5,542	50	6,563
Ron Mobed	28	1,753	28	400
Carol Potter	28	1,804	28	852
James Coppin	–	1,946	0	471
Fiona Strens from 01/07/23	21	1,978	–	–
Michael Yorwerth from 10/07/23	20	1,454	–	–
Lynn Mawdsley from 09/08/22	28	1,063	18	253
Jacques Cadranel to 31/07/22	–	–	9	307

* Non Executive Directors are permitted to claim travel and accommodation costs between home and their usual work location. This is included in the BIK figure.

The inclusion of a Directors' remuneration report containing information about the salary and benefits of the senior managers and key decision makers at Ordnance Survey is voluntarily reported. The actual salary, performance-related pay and benefits details of each Director form the audited elements of this report, as referred to in the Independent Auditor's Report, which can be found in the Annual Accounts. The remaining elements are unaudited.

The Directors' remuneration report was approved by the Board and signed on its behalf by:

Stephen Lake
Chair
19 November 2024

Independent Auditor's Report to the Members of Ordnance Survey Limited

Opinion on financial statements

I have audited the financial statements of Ordnance Survey Limited and its group for the year ended 31 March 2024.

The financial statements comprise the Ordnance Survey Limited and its Group's

- Statements of Financial Position as at 31 March 2024;
- Statement of Profit or Loss and other comprehensive income, Statements of Cash Flows and Statement of Changes in Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the Group financial statements is applicable law and the UK adopted International Accounting Standards and as regards the parent company financial statements, as applied in accordance with the provisions of the Companies Act 2006.

In my opinion the financial statements:

- give a true and fair view of the state of Ordnance Survey Limited and its Group's affairs as at 31 March 2024 and its/their profit for the year then ended; and
- have been properly prepared in accordance with the UK adopted International Accounting Standards; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs (UK)), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2022).* My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of my report.

Those standards require me and my staff to comply with the Financial Reporting Council's *Revised Ethical Standard 2019.* I am independent of the Ordnance Survey Limited and its Group in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Ordnance Survey Limited and its Group's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Ordnance Survey Limited and its Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report, but does not include the financial statements and my auditor's report thereon. The directors are responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In my opinion the part of the Remuneration Overview to be audited has been properly prepared in accordance with the Companies Act 2006.

In my opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Ordnance Survey Limited and its and its environment obtained in the course of the audit, I have not identified material misstatements in the Strategic Report or the Directors' Report.

I have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires me to report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Remuneration Overview to be audited are not in agreement with the accounting records and returns; or
- certain disclosures of director's remuneration specified by law are not made; or
- I have not received all of the information and explanations I require for my audit;

Responsibilities of the directors for the financial statements

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the Ordnance Survey from whom the auditor determines it necessary to obtain audit evidence.
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statement to be free from material misstatement, whether due to fraud or error;
- preparing Group financial statements, which give a true and fair view, in accordance with the Companies Act 2006
- preparing the Annual Report, which includes the Remuneration Overview, in accordance with the Companies Act 2006; and
- assessing the Ordnance Survey Limited and its Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intends to liquidate the entity or the group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit and report on the financial statements in accordance with the applicable law and International Standards on Auditing (UK) (ISAs (UK)).

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of the Ordnance Survey Limited and its Group's accounting policies, key performance indicators and performance incentives.
- inquired of management, the Ordnance Survey Limited's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Ordnance Survey Limited and its Group's policies and procedures on:
  - identifying, evaluating and complying with laws and regulations,
  - detecting and responding to the risks of fraud, and
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Ordnance Survey Limited and its Group's controls relating to the Ordnance Survey Limited's compliance with the Companies Act 2006;
- inquired of management, the Ordnance Survey Limited's head of internal audit and those charged with governance whether:
  - they were aware of any instances of non-compliance with laws and regulations, and
  - they had knowledge of any actual, suspected, or alleged fraud;
- discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Ordnance Survey Limited and its Group for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions, and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the Ordnance Survey Limited and its Group's framework of authority and other legal and regulatory frameworks in which Ordnance Survey Limited and its Group operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of

Ordnance Survey Limited and its Group. The key laws and regulations I considered in this context included Companies Act 2006, employment and tax law and tax.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk Committee and in-house legal counsel concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board and internal audit reports;
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business; and
- In addressing the risk of fraud in revenue recognition, I tested a sample of revenue to third party evidence, assessing the reasonableness of estimates made with regard to recognition of income, and tested specific areas of risk in relation to key contracts

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my report.

Other auditor's responsibilities

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Matthew Kay
Senior Statutory Auditor
19 November 2024

For and on behalf of the

Comptroller and Auditor General
(Statutory Auditor)
National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

Financial statements

Consolidated Statement of Profit or Loss

as at 31 March 2024

	Notes	31 March 2024 £'000	31 March 2023 £'000
Revenue	2	186,842	182,331
Cost of sales		(35,559)	(32,538)
Gross profit		**151,283**	**149,793**
Operating costs	3	(143,452)	(141,685)
Share of results of joint ventures	9	11,547	9,343
Other income		2,853	1,761
Operating profit		**22,231**	**19,212**
Finance income	5	9	8
Finance cost	16	(205)	(114)
Finance costs – net		**(196)**	**(106)**
Deemed disposal of Astigan	9	-	(6,700)
Profit before corporation tax		**22,035**	**12,406**
Corporation tax expense	6	(5,567)	(3,930)
Profit for the period		**16,468**	**8,476**
Profit/(loss) is attributable to:			
Owners of the Company		16,468	8,476
		16,468	**8,476**
Profit for the period		16,468	8,476
Total Comprehensive income		**16,468**	**8,476**
Profit is attributable to owners of the Company		16,468	8,476
Dividends	7	(6,900)	(10,000)
Profit retained for the year		**9,568**	**(1,524)**

All the activities of the Group are classified as continuing.
The notes on pages 102 to 150 are an integral part of these Financial Statements.

Consolidated statement of financial position

as at 31 March 2024

Group	Notes	31 March 2024 £'000	31 March 2023 £'000
Non-current assets			
Intangible assets	10	61,202	56,550
Property plant and equipment	11	26,558	27,512
Right of use assets	11	4,351	5,066
Investments	8	3	963
Interests in joint ventures	9	5,733	4,262
		97,847	**94,353**
Current assets			
Inventories	12	2,204	3,041
Trade and other receivables	13	23,906	25,843
Current tax asset	17	7,704	5,663
Cash and cash equivalents	14	73,604	94,050
		107,418	**128,597**
Total assets		**205,265**	**222,950**
Current liabilities			
Trade and other payables	15	(36,936)	(67,820)
Loans repayable in less than one year	16	(1,737)	(1,495)
Current tax liability	17	-	-
Provisions	18	-	(11)
Deferred revenue	19	(24,010)	(21,058)
		(62,683)	**(90,384)**
Net current assets		**44,736**	**38,213**
Non-current assets plus net current assets		**142,583**	**132,566**

Group	Notes	31 March 2024 £'000	31 March 2023 £'000
Non-current liabilities			
Loans repayable after one year	16	(2,574)	(3,615)
Provisions	18	(133)	(116)
Deferred revenue	19	(469)	(417)
Deferred tax liability	20	(3,229)	(1,809)
Total liabilities		**(69,088)**	**(96,341)**
Net assets		**136,177**	**126,609**
Equity			
Share capital	21	34,000	34,000
Retained earnings		102,177	92,609
Capital and reserves attributable to owners of the Company		**136,177**	**126,609**
Non-controlling interest		-	-
Total equity		**136,177**	**126,609**

The Financial Statements were approved by the Board of Directors and authorised for issue.

They were signed on its behalf by:

Stephen Lake
Chair

The notes on pages 102 to 150 are an integral part of these Financial Statements.

Company statement of financial position

as at 31 March 2024

Company	Notes	31 March 2024 £'000	31 March 2023 £'000
Non-current assets			
Intangible assets	10	61,202	56,550
Property plant and equipment	11	26,558	27,512
Right of use assets	11	4,351	5,066
Investments	8	403	1,363
Interests in joint ventures	9	5,733	4,262
		98,247	**94,753**
Current assets			
Inventories	12	2,194	3,041
Trade and other receivables	13	29,206	25,021
Current tax asset	17	7,023	6,358
Cash and cash equivalents	14	49,071	78,741
		87,494	**113,161**
Total assets		**185,741**	**207,914**
Current liabilities			
Trade and other payables	15	(36,360)	(67,581)
Loans repayable in less than one year	16	(1,737)	(1,495)
Provisions	18	-	(11)
Deferred revenue	19	(20,082)	(17,235)
		(58,179)	**(86,322)**
Net current assets		**29,315**	**26,839**
Non-current assets plus net current assets		**127,562**	**121,592**

Company	Notes	31 March 2024 £'000	31 March 2023 £'000
Non-current liabilities			
Loans repayable after one year	16	(2,574)	(3,615)
Provisions	18	(133)	(116)
Deferred revenue	19	(384)	(416)
Deferred tax liability	20	(3,248)	(1,833)
Total liabilities		**(64,518)**	**(92,302)**
Net assets		**121,223**	**115,612**
Equity			
Share capital	21	34,000	34,000
Retained earnings		87,223	81,612
Capital and reserves attributable to owners of the Company		**121,223**	**115,612**

Ordnance Survey Limited generated a profit of £12.5m for the year ended 31 March 2024 before payment of the dividend.

As permitted by section 408(3) of the Companies Act 2006, the income statement of the Company is not presented in this Annual Report.

The Financial Statements were approved by the Board of Directors and authorised for issue.

They were signed on its behalf by:

Stephen Lake
Chair

The notes on pages 102 to 150 are an integral part of these Financial Statements.

Consolidated statement of changes in equity

for the year ended 31 March 2024

Group (Amounts in £'000)	Notes	Share capital	Retained earnings	Total	Non-controlling	Total
As at 1 April 2022		**34,000**	**94,133**	**128,133**	**(6,700)**	**121,433**
Profit for the year		-	8,476	8,476	-	8,476
Other comprehensive income		-	-	-	-	-
Total comprehensive income for the period		**-**	**8,476**	**8,476**	**-**	**8,476**
Elimination of Non-controlling interest at deemed disposal of Astigan					6,700	**6,700**
Transactions with owners in their capacity as owners						
Dividends payable		-	(10,000)	(10,000)	-	(10,000)
As at 1 April 2023		**34,000**	**92,609**	**126,609**		**126,609**
Profit for the year		-	16,468	16,468	-	16,468
Other comprehensive income		-	-	-	-	-
Total comprehensive income for the period		**-**	**16,468**	**16,468**	-	**16,468**
Prior year adjustment						
Transactions with owners in their capacity as owners						
Dividends payable	7	-	(6,900)	(6,900)	-	(6,900)
As at 31 March 2024		**34,000**	**102,177**	**136,177**		**136,177**

The notes on pages 102 to 150 are an integral part of these Financial Statements.

Company statement of changes in equity

for the year ended 31 March 2024

Company (Amounts in £'000)	Notes	Share capital	Retained earnings	Total
As at 1 April 2022		34,000	80,474	114,474
Profit for the year		-	11,138	11,138
Other comprehensive income		-	-	-
Total comprehensive income for the period		-	11,138	11,138
Transactions with owners in their capacity as owners				
Dividends payable		-	(10,000)	(10,000)
As at 1 April 2023		34,000	81,612	115,612
Profit for the year		-	12,511	12,511
Other comprehensive income		-	-	-
Total comprehensive income for the period		-	12,511	12,511
Prior year adjustment		-	-	-
Transactions with owners in their capacity as owners				
Dividends payable	7	-	(6,900)	(6,900)
As at 31 March 2024		34,000	87,223	121,223

The notes on pages 102 to 150 are an integral part of these Financial Statements.

Consolidated cash flow statement

for the year ended 31 March 2024

Group	Notes	31 March 2024 £'000	31 March 2023 £'000
Profit before corporation tax		22,035	12,406
Amortisation of intangible assets	10	13,996	11,716
Depreciation of tangible fixed assets	11	4,297	5,322
Increase in Deferred Tax Liability		1,420	1,104
Loss on deemed disposal of Non-controlling interest		-	6,700
Share of Joint Venture results		(11,546)	(9,343)
Interest received	5	(9)	(8)
Interest paid		205	114
Increase in inventories		837	32
Increase/(decrease) in trade and other receivables		1,937	(5,431)
Increase/(decrease) in trade and other payables		2,216	(1,704)
Increase/(decrease) in provisions for liabilities and charges		6	(214)
Increase/(decrease) in deferred revenue		3,004	(3,623)
Written off /(revaluation) of investments		960	(904)
Cashflow from operations		**39,358**	**16,167**
Income taxes paid		(7,608)	(5,103)
Net cash inflow from operating activities		**31,750**	**11,064**
Cash flows from investing activities			
Interest received	5	9	8
Purchase of property, plant and equipment	10	(1,887)	(4,056)
Purchase of intangible assets	11	(18,648)	(19,839)
Receipt from share disposal of joint venture		245	-

Group	Notes	31 March 2024 £'000	31 March 2023 £'000
Loans to Group companies		-	-
Purchase of investments		-	(3)
Receipt of Dividends	9	9,830	9,000
Net cash used in investing activities		**(10,451)**	**(14,890)**
Cash flows from financing activities			
Interest paid		(205)	(114)
Lease (liabilities) and repayments		(1,540)	663
Payment of Dividends	7	(40,000)	(12,800)
Net cash used in financing activities		**(41,745)**	**(12,251)**
Net increase in cash and cash equivalents		**(20,446)**	**(16,077)**
Cash and cash equivalents at beginning of year		94,050	110,127
Cash and cash equivalents at end of year	14	73,604	94,050

The notes on pages 102 to 150 are an integral part of these Financial Statements.

Company cash flow statement

for the year ended 31 March 2024

Company	Notes	31 March 2024 £'000	31 March 2023 £'000
Profit before corporation tax		17,653	14,368
Amortisation of intangible assets	10	13,996	11,716
Depreciation of tangible fixed assets	11	4,297	5,322
Increase in Deferred Tax Liability		1,415	1,072
Loss on deemed disposal of Non-controlling interest		-	-
Impairment of loans to Group companies		1,400	1,517
Share of Joint Venture results		(11,546)	(9,343)
Interest received		(238)	(355)
Interest paid		205	114
Increase in inventories		847	32
Increase/(decrease) in trade and other receivables		(4,185)	(5,244)
Increase/(decrease) in trade and other payables		1,880	(1,695)
Increase/(decrease) in provisions for liabilities and charges		6	(214)
Increase/(decrease) in deferred revenue		2,815	(4,100)
Written off /(revaluation) of investments		960	(904)
Cashflow from operations		**29,505**	**12,286**
Income taxes paid		(5,808)	(4,297)
Net cash inflow from operating activities		**23,697**	**7,989**
Cash flows from investing activities			
Interest received		238	355
Purchase of property, plant and equipment	10	(1,887)	(4,056)
Purchase of intangible assets	11	(18,648)	(19,839)

Company	Notes	31 March 2024 £'000	31 March 2023 £'000
Receipt from share disposal of joint venture		245	-
Loans to Group companies		(1,400)	(1,517)
Purchase of investments		-	(3)
Receipt of Dividends	9	9,830	9,000
Net cash used in investing activities		**(11,622)**	**(16,060)**
Cash flows from financing activities			
Interest paid		(205)	(114)
Lease (liabilities) and repayments		(1,540)	663
Payment of Dividends	7	(40,000)	(12,800)
Net cash used in financing activities		**(41,745)**	**(12,251)**
Net increase in cash and cash equivalents		**(29,670)**	**(20,322)**
Cash and cash equivalents at beginning of year		78,741	99,063
Cash and cash equivalents at end of year	14	49,071	78,741

The notes on pages 102 to 150 are an integral part of these Financial Statements.

Notes to the consolidated financial statements

1. Principal accounting policies

Ordnance Survey Limited (the Company) is incorporated in the United Kingdom under the Companies Act. The address of the registered office is given on page 2. The principal activities of the Company and its subsidiaries (the Group) and the nature of the Group's operations are set out in note 9 and in the strategic report on pages 4 to 55. These financial statements are presented in pounds sterling, because that is the currency of the primary economic environment in which the Group operates.

1.1 Basis of preparation

(i) Compliance with IFRS

The consolidated financial statements have been prepared in accordance with UK adopted International Accounting Standards and the requirements of the Companies Act.

Where IFRS permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the specific circumstances of Ordnance Survey Limited ('Ordnance Survey') for the purpose of giving a true and fair view has been selected. The policies adopted are described below. They have been applied consistently unless otherwise stated in dealing with items that are considered material to the financial statements.

The Company has taken advantage of the exemption under Section 408 of the Companies Act 2006 from presenting its own profit and loss account.

(ii) Going concern

The financial statements have been prepared on a going concern basis.

(iii) Historical cost convention

The financial statements have been prepared under the historic cost convention except for the following:

- Financial assets and liabilities – measured at fair value.
- Assets held for sale – measured at fair value less cost of disposal.

There are no standards that are not yet effective and that would be expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

1.2 Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and its subsidiaries.

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with those used by other members of the Group.

All intra-Group transactions, balances, income and expenditure are eliminated in full on consolidation.

Non-controlling interests in the net assets of consolidated subsidiaries are identified separately from the Group's equity. Total comprehensive income is attributed to Non-controlling interests even if this results in the non-controlling interests having a deficit balance.

1.3 Joint Ventures

Joint ventures are entities over which the Group has significant influence but does not control.

The Group accounts for investments in joint ventures using the equity method of accounting, recording the investment initially at cost. Adjustment is made in the Group accounts to ensure consistent application of Group accounting policies.

1.4 Segment reporting

The Board receives an analysis of revenue by channel and operating segments and this is presented in note 2.

1.5 Foreign currency transactions

Transactions denominated in foreign currencies are translated into the functional currency at the exchange rate ruling at the dates of the transactions. Exchange rate differences are charged to the statement of profit or loss as incurred. Monetary assets and liabilities denominated in foreign currencies at the statement of financial position reporting date are translated at the rates ruling at that date.

1.6 Investments

Investments held as non-current assets are stated at cost less provision for permanent diminution in value.

1.7 Property, plant and equipment

Property, plant and equipment held for use in the supply of goods or services, or for administration purposes, are stated in the statement of financial position at costs less any accumulated depreciation.

The depreciable amount of an asset is calculated by deducting its residual value from its initial cost. The residual value of an asset is the estimated amount that the Group would obtain from the disposal of the asset after deducting the estimated cost of disposal.

Depreciation is charged so as to write off the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

The depreciation policy applied to property, plant and equipment details the following useful lives to be applied to tangible fixed assets:

Asset class	Depreciation policy
Freehold land	Not depreciated
Freehold buildings	40 years from acquisition or remaining useful economic life
Equipment and fixtures:	
IT Equipment	1 to 5 years
Equipment, facilities and fixtures	2 to 15 years
Vehicles	4 years
Assets under construction	Not depreciated
Right of Use Assets	See note 1.15

The minimum level for capitalisation of property, plant and equipment is £5,000 with the exception of information technology (IT) and support systems hardware, which is £1,000. All IT workstations (office computers and laptops) bought together are Grouped as one asset.

1.8 Intangible assets

Expenditure on research activities is recognised as an expense in the period in which it is incurred. Internally generated intangible assets are capitalised if an asset has been created which can be identified and meets the following criteria:

- It is probable that the asset will give rise to future economic benefit.
- The original cost can be reliably measured.
- It is technically feasible that the asset can be completed for use.
- There is the intention to complete and use it.
- There is the ability to use it.
- Resources are available to complete the development.

These assets are capitalised at the cost of development.

Amortisation is charged on a straight-line basis in order to write down the asset over its useful life. Useful lives are reviewed on an annual basis and adjustments, where applicable, are made on a prospective basis. The useful lives of intangible assets are expected to fall within the following limits:

Asset class	Estimated useful life
Data content	3 to 5 years
Software	3 to 12 years
Assets under construction	Not amortised

The Group's internally generated intangible assets consist of:

a) Data content

Data content represents those data sets which have been considered to meet the criteria of IAS 38. The underlying National Geographic Database has not been capitalised as it has evolved from the data capture which commenced over 200 years ago, and therefore the original cost cannot be reliably measured. Significant enhancements and other data content is capitalised where these are considered to meet the criteria of IAS 38.

b) Software

The costs of data delivery and business systems include all directly attributable costs including the cost of purchased computer software licences used to develop the systems.

c) Assets in course of construction

Assets in course of construction are capitalised at cost and carried at cost less any recognised impairment loss. Cost includes all directly attributable costs including professional fees.

Amortisation of these assets commences when the assets are ready for their intended use.

For software as a service (SAAS) arrangements, the Group does not capitalise costs relating to the configuration and customisation of SAAS arrangements as intangible assets except where control of the software exists. Costs relating to integration with existing Group owned software may be capitalised.

1.9 Impairment of non-financial assets

Assets that are subject to amortisation are reviewed annually to consider whether there have been any events or changes in circumstance that indicate the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are Grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units). Non-financial assets which have suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

Where there is no expectation of future impairment reversal, assets will be fully removed from the financial statements.

1.10 Inventory and work in progress

Inventories and work in progress are stated at the lower of cost and net realisable value. Cost is determined using the weighted average costing method.

Cost comprises design costs, direct materials, direct labour and those overheads that have been incurred in bringing the inventories to their present location and condition.

Net realisable value represents the estimated selling price in the ordinary course of business less applicable variable selling expenses.

1.11 Financial assets and liabilities

a) Financial Assets

Financial assets are classified under IFRS 9 as amortised cost, fair value through profit or loss (FVTPL) or fair value through other comprehensive income (FVOCI) depending on the Group's business model for that asset category and the contractual cashflow characteristics of the instruments.

The Group recognises a loss allowance for expected credit losses on investments that are measured at amortised cost, trade receivables and contract assets.

The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group recognises lifetime expected credit losses (ECL) under IFRS 9's simplified model for trade receivables, contract assets and lease receivables.

The expected credit losses on these financial assets are estimated considering the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

Cash and cash equivalents include cash at bank, cash in hand and any amounts on short term deposit of less than three months.

b) Financial liabilities

Trade payables are recognised initially at fair value and subsequently measured at amortised cost.

1.12 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that the Group will be required to settle that obligation and a reliable estimate can be made of the obligation.

Provisions are measured at the best estimate of the expenditure required to settle the obligation at the statement of financial position reporting date, taking into account the risks and uncertainties surrounding the obligation and are discounted to present value, where material.

1.13 Employee benefits

a) Pensions – legacy schemes

Pension benefits are provided through the Principal Civil Service Pension Scheme (PCSPS); details are outlined in note 4 of the pension schemes of which the Company staff are members.

From 1 October 2002, the Trading Fund staff could have joined one of three statutory based final salary defined benefit schemes (Classic, Premium, and Classic Plus). New entrants after 1 October 2002 chose between membership of the premium scheme and joining a defined contribution scheme with a significant employer contribution (partnership pension account). These schemes were closed to new entrants on 29 July 2007.

All new employees who joined the Trading Fund (the former legal entity through which our business was conducted) on or after 30 July 2007 could choose between membership of the Nuvos scheme and a partnership pension account. The defined benefit schemes were closed to employees on 31 March 2015.

All employer pension contributions payable are charged to the statement of profit or loss and other comprehensive income for the financial year as incurred, on the basis that the schemes are multi- employer and the Company is unable to identify its share of the underlying assets and liabilities in accordance with IAS 19.

b) Pensions – Horizon scheme

The 2015-16 year was the first year of trade for Ordnance Survey Limited. On 1 April 2015, the entire functions, business, subsidiaries, operations and assets of the Ordnance Survey Trading Fund were transferred to Ordnance Survey Limited, a limited Company then wholly owned by the Secretary of State for Business, Energy & Industrial Strategy, and the Company commenced trading on this date.

From 1 April 2015, all new Company employees were offered the opportunity to join the Horizon defined contribution pension scheme. For this scheme the amount charged to the profit and loss account in respect of pension costs and other retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the statement of financial position.

c) Early release costs

A provision is recognised in the financial statements for the full departure cost of employees who have agreed to exit the Group prior to the year end

1.14 Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable for the delivery of mapping goods and services, which comprises mapping data, information, customer tailored services and copyright revenue, in the ordinary course of business. Revenue is shown net of VAT and discounts.

The Group recognises revenue once the amount of revenue can be reliably measured. It is probable that future economic benefits will flow to the entity and when specific other criteria are met for each of the activities shown below.

Public Sector Geospatial Agreement (PSGA) revenue is recognised each year on two bases; a) Direct Licences – licences which allow the customer to use the data. The revenue deriving from these licences is recognised over the length of the licence agreement as this reflects the usage of the data by the customer and the Group's obligation of ongoing supply and to provide updates. b) Services - revenue from services is recognised on a 'performance completed to date' basis by assessing the proportion of the total contract that has been completed at each point in time in accordance with IFRS 15, para 35(a). There is a facility for the Group to share private sector revenue above a certain threshold with HM Government. This is recognised on an accruals basis.

Direct Licences – licences which allow the customer to use the Group data for internal purposes only. The revenue deriving from these licences is recognised over the length of the licence agreement (usually 12 months) as this reflects the usage of the data by the customer and the Group's obligation of ongoing supply and to provide updates.

Partner Licences – licences which enable the customer to add value to the Group data and resell the product to third parties. The revenue deriving from these licences is recognised over the length of the licence agreement (usually 12 months) as this reflects the usage of the data by the end customer and the Group's obligation of ongoing supply and to provide updates.

Paper maps – revenue from paper map sales is recognised when the control of ownership passes to the customer.

Services – revenue from services are recognised at the point at which the services are transferred to the customer performed by the Group or on a proportion of completeness of total contract method, depending which is most appropriate to the contract.

Unpaid invoices for licence fees which relate to periods after the statement of financial position reporting date are included in the trade receivables balance. The net invoiced value relating to revenue to be recognised in the period after the statement of financial position reporting date is recorded in current and long-term creditors as deferred income.

Payment is typically due shortly after delivery of goods or services. In respect of bespoke services delivered over longer periods of time, the Group negotiates payment terms to match delivery of the contractual obligations.

1.15 Leases

IFRS 16 was adopted as from 1 April 2019. All operating lease contracts, with limited exceptions, were recognised on the balance sheet by recognising right-of-use assets and corresponding lease liabilities at the transition date.

At inception of a contract, the Group assesses whether a contract is, or contains, a lease based on whether the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Group recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured based on the initial amount of the lease liability. The assets are depreciated to the earlier of the end of the useful life of the right-of-use asset or the lease term using the straight-line method as this most closely reflects the expected pattern of consumption of the future economic benefits. The lease term includes periods covered by an option to extend if the Company is reasonably certain to exercise that option.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Generally, the Company uses its incremental borrowing rate as the discount rate. Leases of less than one year are not included in the assets and liabilities.

Leased assets are depreciated on a straight line basis over the period of the lease.

Where the Group is a lessor, rental income is recognised on a straight line basis and any revenues received in advance or arrears are deferred or accrued as appropriate.

1.16 Taxation

Current taxation

The corporation tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current corporation tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the Group's subsidiaries and associates operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. The Group establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred taxation

Deferred corporation tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements.

However, deferred corporation tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred corporation tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred corporation tax asset is realised or the deferred corporation tax liability is settled.

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

1.17 Capital Management

The Group manages its capital to ensure sufficient funds are available to meet future foreseeable funding requirements, including an assessment of contractual cash receipts, via the use of cash flow forecasts to ensure that adequate under utilised cash facilities are maintained.

1.18 Share Options

The Group seeks to take options in exchange for support given to start up ventures. Options are exercised where the Group has confidence in the viability of the venture. Once exercised options are assessed and shares may be sold where the Group believes the full value has been obtained. Exercised options are initially valued at cost, then revalued in accordance with IFRS9 where there is evidence of a material change in the value.

1.19 Rounding of amounts

All amounts disclosed in the financial statements and notes have been rounded off to the nearest thousand pounds unless otherwise stated.

1.20 Critical accounting estimates and judgements

In applying the Group's accounting policies set out above, management is required to make certain estimates and judgements concerning the future. These estimates and judgements are regularly reviewed and updated as necessary. The estimates and judgements that have the most significant effect on the amount included in these financial statements are as follows:

Data Capture - Data captured in the course of our operations is expensed, unless it meets the criteria of IAS38 for capitalisation. See note 1.8a for further details.

Development costs – The Group capitalises development costs when the project meets certain criteria. Costs are only capitalised if they meet the criteria set out in IAS38 and the project has been approved by the Investment Group within the Group. Prior to this approval all project costs are expensed.

Revenue recognition – The Group recognises royalty revenue based on returns from Partners. These returns are provided on a timely basis, usually quarterly, thus limiting the time-frame of the estimate. See note 2 for the breakdown of revenue by channel, segment and geography. The Group has a Partner audit programme which scrutinises our Partner returns on a risk assessed basis to provide assurance over accuracy and completeness of these returns.

Services including data captured for customers – The Group recognises revenue on a percentage completion basis which requires estimating of the total costs throughout the contract.

Impairment of assets – Property, plant and equipment and intangible assets are considered for impairment if there is a reason to believe that impairment may be necessary. Factors taken into consideration in reaching such a decision include the current and future usage of the assets in the Group, the economic viability of the asset itself and, where it is a component of a larger economic unit, the viability of that unit itself. Future cash flows expected to be generated by the assets are projected, taking into account market conditions and the expected useful lives of the assets. The present value of these cash flows, determined using an appropriate discount rate, is compared with the current net asset value and, if lower, the assets are impaired to current value.

Asset lives – The determination of asset lives for depreciation and amortisation purposes is reviewed initially on acquisition and thereafter on a regular basis. Assessing the useful economic life of an asset is based on management judgement taking into account historical experience and the impact of technological change. Consequently this represents a source of estimation uncertainty.

2. Revenue and segmental reporting

Revenue	2023–24 £'000	2022–23 £'000
Trading revenue	183,740	179,463
Other operating activities	2,650	2,811
Property rental income	452	57
	186,842	**182,331**
Trading revenue		
Channel		
Direct licences	128,466	123,576
Partner licences	34,683	36,284
OS Maps	9,546	8,374
Paper maps	7,905	8,362
Services	3,140	2,867
	183,740	**179,463**
Segment		
Business to government	106,111	102,463
Business to business	59,026	58,731
Business to consumer	18,603	18,269
	183,740	**179,463**
Geography		
United Kingdom	173,736	170,254
Other European countries	1,071	1,074
Rest of world	8,933	8,135
	183,740	**179,463**

The Group's operating revenue is principally generated by sales of mapping data, information, customer tailored services and copyrights or copyright material. Revenues are attributed by country, based on the location of the entity to whom the Group provide the product or service. No details are available of the location of the ultimate end user. £7.0m (2022-23 £6.6m) of rest of world revenue was from customers based in the United States.

During the year one customer (Department for Science Innovation and Technology) accounted for more than 10% of turnover. The revenue received from this customer is secured under separate long term agreements. During the year Machinery of Government changes novated the contract from Cabinet Office to the Department for Science Innovation and Technology. Revenue of £104.0m (2022-23 £98.6m) in relation to this customer is reported in the Direct Licences channel, the Business to Government segment and United Kingdom geographic region in the above tables. Revenue from contracts with customers amounted to £172.4m (2022-23 £161.2m).

3. Operating costs

Revenue	Note	2023–24 £'000	2022–23 £'000
Operating profit for the year has been arrived at after charging:			
Employee benefit expenses	4	77,260	76,083
Amortisation of intangible assets	10	13,997	11,716
Depreciation of tangible fixed assets	11	2,841	3,123
Depreciation of right of use assets	11	1,456	2,199
Research and development		3,992	8,100
Short term leases - buildings		147	113
Short term leases - PPE		541	455
Write-down of inventory to net realisable value	12	846	143
Foreign exchange losses/ (gains)		(127)	118
Consultancy		1,483	548
Marketing		4,996	4,842
Other operating charges		36,020	34,245
		143,452	141,685

The Company's auditor is The National Audit Office. Payments in respect of audit services during the year was £123k (2022-23 £89k). Office leasing payments of £59k were made to the auditors for the provision of non audit services during the year (2022-23 £338k). The fee payable for subsidiary audits for the current year audit is £60k (2022-23 £66k). Payment for non audit services during the year were £nil (2022-23 £nil).

Losses and special payments

There were no losses or special payments to report. (2022-23 £nil).

4. Staff numbers and costs

Employee benefit expenses

	2023–24 £'000	2022–23 £'000
Wages and salaries – permanent employees	63,231	58,076
Additional early release costs in year	65	77
Social security costs	7,579	6,823
Pension costs	10,350	9,937
Temporary/agency contract labour costs	8,472	21,032
	89,697	**95,945**
Capitalised permanent labour	(10,131)	(7,288)
Capitalised temporary/agency contract labour	(2,306)	(12,574)
	77,260	**76,083**

Total permanent staff numbers, including Directors

The average monthly number of full time equivalent persons during the year was as follows:

	2023-24	2022–23*
Operations	1003	977
Sales and Marketing	232	236
Corporate Services	179	175
	1,414	**1,388**

*The 2022-23 figures have been restated to align to the current reporting structure and therefore enables comparability.

Total temporary/agency staff

The average monthly number of full time equivalent temporary/ agency/ contract persons employed by the Group during the year was as follows:

	2023-24	2022–23
Operations	27	60
Sales and Marketing	2	7
Corporate Services	5	3
Capitalised labour	34	70

Directors' remuneration

	2023-24 £'000	2022–23 £'000
Salaries and other short-term employee benefits	840	480
Pension contribution charged in year - defined benefit	41	–
Pension contributions charged in year – defined contribution	31	22
Highest paid Director	260	205

Employee benefits

	2023-24 £'000	2022–23 £'000
Annual leave - charge/ (credit)	162	47
Annual leave - liability	1517	1355

Pension costs

	2023-24 £'000	2022–23 £'000
Defined Contribution - employers contributions	3,629	3,205
Employers contributions - defined benefit	6,721	6,732

For 2023-24, employers' contributions were payable to the PCSPS at one of four rates in the range 20.0% to 24.5% of pensionable pay, based on salary bands. The scheme actuary reviews employers' contributions every four years following a full scheme valuation. The contribution rates are set to meet the costs of the benefits accrued during 2023-24 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

PCSPS is an unfunded multi-employer defined benefit scheme for which OS is unable to identify its share of liabilities; costs are therefore accrued in line with employer contributions falling due as permitted in IAS 19. A full actuarial valuation was carried out at 31 March 2016. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation. (www.civilservicepensionscheme.org.uk). No information is available regarding the overall surplus or deficit of the scheme, for which OS is unable to identify its share of liabilities; costs are therefore accrued in line with employer contributions falling due as permitted in IAS 19.

Group employees who joined before 31 March 2015 were members of the following: The Classic or Classic Plus schemes, the Premium scheme, the Partnership Pension Account or Nuvos.

Career average pension arrangements were introduced on 1 April 2015 and the majority of Classic, Premium, Classic Plus and Nuvos members joined the new scheme. Further details of this new scheme are available at www.civilservicepensionscheme.org.uk/members/the-new-pension-scheme-alpha.

The defined benefit schemes were closed to new entrants on 31 March 2015.

Early release costs provided for in financial year

All early release payments were made in line with employee contractual entitlements and not above.

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme made under the Superannuation Act 1972, except for overseas employees who are paid contractually in line with local employment law requirements.

The statement of profit or loss and other comprehensive income includes a charge of £65k (2022-23 £77k) in respect of new leavers identified in 2023-24. This charge reflects the costs of exit packages agreed and accounted for by 31 March 2024.

Early release package cost by band	2023–24	2022–23
Less than £10,000	-	0
£10,000–£25,000	-	1
£25,000–£50,000	-	1
£50,000–£100,000	1	0
>£100,000	-	0
Total number of exit packages	1	2
Total cost £'000	65	77

Early release costs are accounted for as described in note 1.13. Where the Group has agreed early retirements, the additional costs are met by the Group and not by the Civil Service Pension Scheme.

5. Finance income/cost

Group	2023–24 £'000	2022–23 £'000
Finance income		
Interest received	9	8
	9	8

Company	2023–24 £'000	2022–23 £'000
Finance income		
Interest received	238	355
	238	355

6. Taxation

As set out in the Strategic Report, on 1 April 2015, Ordnance Survey Limited acquired the entire functions, business, subsidiaries, operations and assets of the Ordnance Survey Trading Fund. The Trading Fund was outside the scope of UK Corporation Tax whereas Ordnance Survey Limited is a fully taxable entity. The subsidiaries and joint ventures of Ordnance Survey have throughout been subject to UK Corporation Tax.

(a) Corporation tax expense

	Note	2023–24 £'000	2022–23 £'000
Current tax			
Current tax on profits for the year		5,637	3,640
Adjustments in respect of prior years		(1,490)	(815)
Total current tax (credit)/expense		**4,147**	**2,825**
Deferred tax	20		
Origination and reversal of temporary differences		-	(225)
Impact of rate change		-	(71)
Deferred tax charge to I/S for the period		(660)	-
Adjustments in respect of prior years[1]		2,080	1,401
Total deferred tax charge credit		**1,420**	**1,105**
Income tax (credit)/expense		**5,567**	**3,930**

1 - Adjustments in respect of prior period included adjustment for enhanced capital allowances, research and development credits and impact of prior year intangible asset tax treatments

(b) Reconciliation of income tax expense

	Note	2023–24 £'000	2022–23 £'000
Profit before income tax expense		22,035	12,406
Tax on profit at the standard rate of 25% (2023: 19%)		**5,509**	**2,357**
Reasons affecting charge for the period:			
Prior year adjustments		586	588
Impact of rate change		-	(71)
Impact of expenses not deductible		2,473	2,977
Non taxable income		(3,308)	(1,921)
Exempt amounts		307	-
Income tax (credit)/expense		**5,567**	**3,930**

7. Dividends

	2023–24 £'000	2022–23 £'000
Dividends	6,900	10,000

In March 2024, the Company declared a final dividend of £6.9m for 2023-24 (2022-23 £10.0m). During the year, payments of £40.0m were made in respect of the dividend creditor of £50.0m at 31 March 2023, in line with our shareholder requirements. The creditor at 31 March 2024 of £16.9m represents £10.0m remaining from 2022-23 and £6.9m declared in respect of 2023-24.

8. Investments and loan

Group	2023–24 £'000	2022–23 £'000
Value of shares at beginning of period	963	56
Additions	-	3
Write-off	(960)	-
Revaluation	-	904
Value of shares at end of period	3	963

Company	2023–24 £'000	2022–23 £'000
Value of shares at beginning of period	1,363	456
Additions	-	3
Write-off	(960)	-
Revaluation	-	904
Value of shares at end of period	403	1,363

	2023–24 £'000	2022–23 £'000
Value of loans at beginning of period	270	270
Additions	1,400	1,517
Impairment	(1,400)	(1,517)
Impairment reversal	-	-
Loan repayment	(67)	-
Value of loans at end of period	203	270
Value of investments	606	1,633

In 2021-22 a share option was converted at an option price of £56k and annually thereafter is revalued to market value. The write off represents the decrease in value in the current year.

Expected credit loss measurement

IFRS9 outlines a three stage model for impairment based on changed in credit quality since initial recognition;

A financial instrument that is not credit impaired is classified in Stage 1 and has its credit risk continuously monitored by the Group. If a significant increase in credit risk since initial recognition is identified the instrument is moved to Stage 2, but is not yet deemed to be credit impaired. If the financial instrument is credit impaired the financial instrument is then moved to Stage 3.

The Group defines credit impairment using the following criteria;

The borrower meets unlikely to pay criteria, which indicates borrower is in significant financial difficulty. The borrower is insolvent. The borrower continues to rely on Group support to meet its liabilities as they fall due. The borrower does not have a viable financial plan that indicates likelihood of repayment.

Financial instruments in Stage 1 have their ECL measured at an amount equal to the portion of lifetime losses that result from default events within the next 12 months. Instruments in Stage 2 or 3 have their losses measured on the basis of expected credit losses over their lifetime.

Impairment of financial assets

In determining the expected credit losses for these assets, the directors of the Company have taken into account the historical default experience, the financial position of the counter-parties, as well as the future prospects of the industries in which the subsidiaries operate, in estimating the probability of default of each of these financial assets occurring within their respective loss assessment time horizon, as well as the loss upon default in each case.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period in assessing the loss allowance for these financial assets. The gross value of these loans is £12.7m (2022-23 £11.3m).

Lifetime ECL	Loans to Subsidiaries £'000
Balance as at 1 April 2022	(9,610)
Increase in loss allowance arising from new financial assets recognised in the year	(1,681)
Decrease in loss allowance from derecognition of financial assets in the year	–
Balance as at 31 March 2023	(11,291)
Increase in loss allowance arising from new financial assets recognised in the year	(1,400)
Balance as at 31 March 2024	**(12,691)**

Loans to Ordnance Survey International Services Limited are repayable on demand. Interest is charged to Ordnance Survey International Limited at 3%. The interest earned and unpaid forms part of the impairment balance. Ordnance Survey Limited owns 100% of the ordinary shares in Ordnance Survey Leisure Limited (3,924,000 shares at £1 a share). Ordnance Survey Limited owns 100% of the ordinary shares in Ordnance Survey International Services Limited (1 share at £1 a share).

9. Joint ventures and associates

All subsidiaries are registered at Explorer House, Adanac Drive, Southampton, Hampshire.
Details of the Company's subsidiaries at 31 March 2024 are as follows:

Name of subsidiary	Principal activity	Country of incorporation	Proportion of control/ ordinary shares held
Ordnance Survey Leisure Limited	Consumer web	England and Wales	100%
Ordnance Survey International Services Limited	International consultancy	England and Wales	100%
Ordnance Survey International Services FZ–LLZ	International consultancy	United Arab Emirates	100%

All subsidiaries are Registered at Explorer House, Adanac Drive, Southampton, Hampshire.

Ordnance Survey Limited has provided an unlimited bank guarantee to secure all bank liabilities of Ordnance Survey International Services Limited.
Ordnance Survey International LLP and Ordnance Survey Partners Limited were struck off in the year.

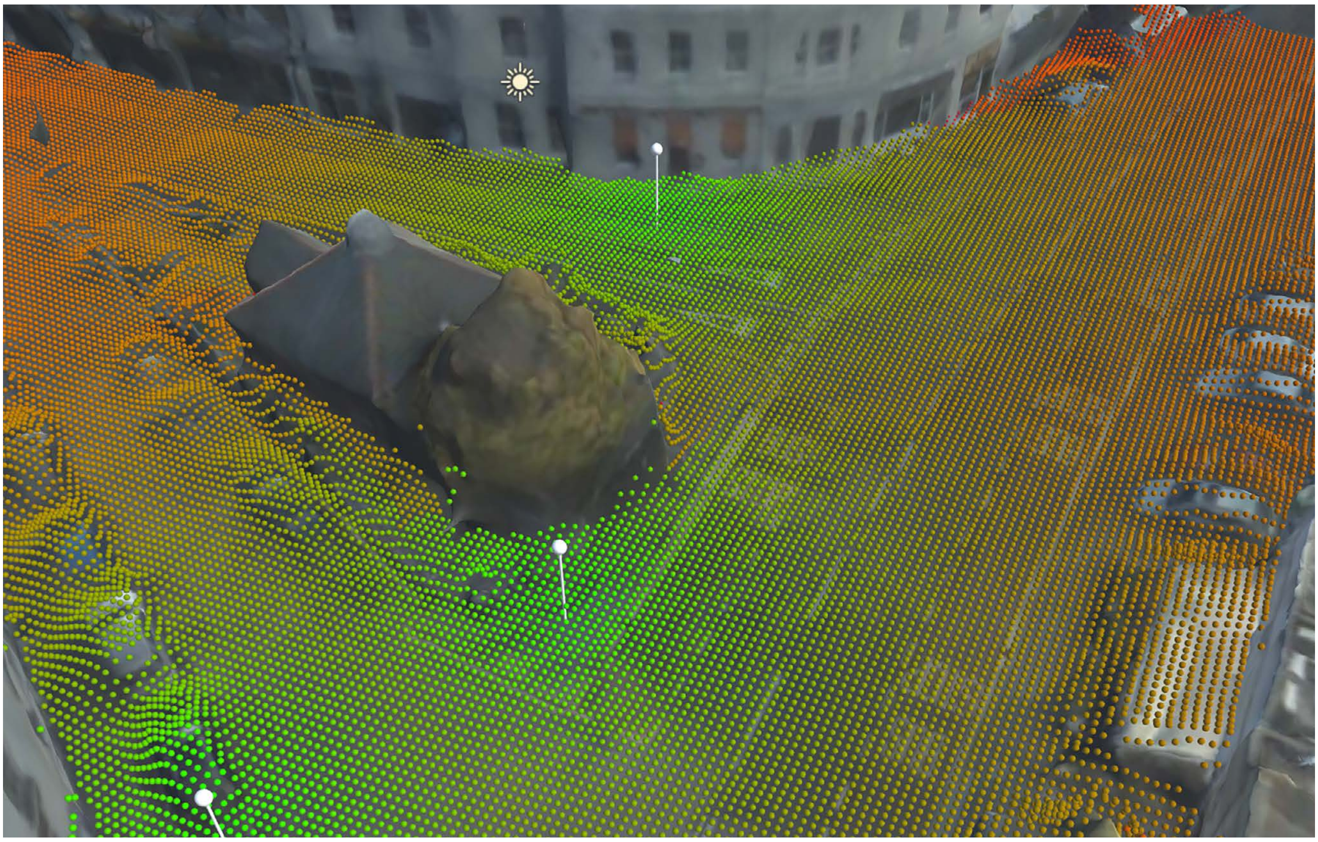
Details of the Company's joint ventures and associates at 31 March 2024 are as follows:

Name of joint ventures and associates	Principal activity	Country of incorporation	Proportion of control/ ordinary shares held
GeoPlace LLP	National addressing	England and Wales	50%
Dennis Maps Limited	Map printers	England and Wales	25%

The share of net assets of joint ventures and associates is as follows:

Joint ventures and associates

	2023–24 £'000	2022–23 £'000
GeoPlace LLP	5,503	3,886
PointX Limited	0	134
Dennis Maps Limited	230	242
	5,733	4,262



Other investments – GeoPlace LLP

The investment in GeoPlace LLP at 31 March 2024 is as follows:

	2023–24 £'000	2022–23 £'000
Current assets		
Cash and cash equivalents	2,292	2,527
Financial assets	-	-
Other current assets	7,174	6,105
Total current assets	**9,466**	**8,632**
Current liabilities		
Other current liabilities	(2,129)	(3,451)
Total current liabilities	**(2,129)**	**(3,451)**
Total non current liabilities		
Net assets	**7,337**	**5,181**
Ordnance Survey share of net assets at 75%	**5,503**	**3,886**

	2023–24 £'000	2022–23 £'000
Revenue	25,041	21,972
Interest income	137	38
Operating costs	(9,995)	(9,435)
Depreciation and amortisation	(27)	(24)
Operating profit	**15,156**	**12,551**
Ordnance Survey share of profit at 75%	**11,367**	**9,413**

GeoPlace LLP is a joint venture limited liability partnership set up in 2010–11 to develop and market a national addressing product. GeoPlace LLP commenced trading on 1 April 2011 and is not subject to UK Corporation Tax. GeoPlace LLP does not have share capital. Ordnance Survey appoints 50% of the Board Members of the LLP and has a 75% profit share in accordance with a members' agreement.

Dividends of £9.75m were received from GeoPlace LLP during the year (2022-23 £9.0m).

The registered office of GeoPlace LLP is Explorer House, Adanac Drive, Southampton, Hampshire, SO16 0AS.

The principal place of business of GeoPlace LLP was Sutton Yard, 65 Goswell Rd, London EC1V 7EN.

10. Intangible assets

Group	Software	Data content	Assets under construction	Total
	£'000	£'000	£'000	£'000
Cost at 1 April 2022	139,908	55,576	11,044	**206,528**
Transfers	20,227	-	(20,227)	-
Additions	231	-	19,607	**19,838**
Disposals	-	-	-	-
Cost at 31 March 2023	**160,366**	**55,576**	**10,424**	**226,366**
Amortisation at 1 April 2022	(99,716)	(55,343)	(3,041)	**(158,100)**
Amortisation charge	(11,595)	(121)	-	**(11,716)**
Impairment	-	-	-	-
Released on disposals	-	-	-	-
Amortisation at 31 March 2023	**(111,311)**	**(55,464)**	**(3,041)**	**(169,816)**

Cost at 1 April 2023	160,366	55,576	10,424	**226,366**
Additions	-	-	18,648	18,648
Transfers	18,598	-	(18,598)	-
Assets reclassify within Intangible Fixed Assets	(400)	-	400	-
Disposals	(90,990)	(54,972)	-	**(145,962)**
Cost at 31 March 2024	**87,574**	**604**	**10,874**	**99,052**
Amortisation at 1 April 2023	(111,311)	(55,464)	(3,041)	**(169,816)**
Amortisation charge	(13,900)	(96)	-	**(13,996)**
Impairment	-	-	-	-
Released on disposals	90,990	54,972	-	**145,962**

Company	Software	Data content	Assets under construction	Total
	£'000	£'000	£'000	£'000
Amortisation at 31 March 2024	(34,221)	(588)	(3,041)	(37,850)
Net Book Value 31 March 2024	53,353	16	7,833	61,202
Net Book Value 31 March 2023	49,055	112	7,383	56,550

Details of judgement relating to asset lives and impairment are given in Note 1.20

Individual material assets include;
The geoproduction systems, current year carrying value £17.2m (2022-23 £15.7m), the assets is being amortised over 10 years
Systems of Engagement, current year carrying value £8.3m (2022-23 £8.1m), the assets will be amortised over 5 years
Common Services data platform, current year carrying value £5.8m (2022-23 £8.9m), the asset will be amortised over 5 years

Company	Software	Data content	Assets under construction	Total
	£'000	£'000	£'000	£'000
Cost at 1 April 2022	139,908	55,576	11,044	**206,528**
Transfers	20,227	-	(20,227)	**-**
Additions	231	-	19,607	**19,838**
Disposals	-	-	-	**-**
Cost at 31 March 2023	**160,366**	**55,576**	**10,424**	**226,366**
Amortisation at 1 April 2022	(99,716)	(55,343)	(3,041)	**(158,100)**
Amortisation charge	(11,595)	(121)	-	**(11,716)**
Impairment	-	-	-	**-**
Released on disposals	-	-	-	-
Amortisation at 31 March 2023	**(111,311)**	**(55,464)**	**(3,041)**	**(169,816)**

Cost at 1 April 2023	160,366	55,576	10,424	**226,366**
Additions	0	0	18648	18,648
Transfers	18,598	-	(18,598)	**-**
Assets reclassify within Intangible Fixed Assets	(400)	-	400	-
Disposals	(90,990)	(54,972)	-	**(145,962)**
Cost at 31 March 2024	**87,574**	**604**	**10,874**	**99,052**
Amortisation at 1 April 2023	(111,311)	(55,464)	(3,041)	**(169,816)**
Amortisation charge	(13,900)	(96)	-	**(13,996)**
Impairment	-	-	-	**-**
Released on disposals	90,990	54,972	-	**145,962**

	Software	Data content	Assets under construction	Total
	£'000	£'000	£'000	£'000
Amortisation at 31 March 2024	(34,221)	(588)	(3,041)	(37,850)
Net Book Value 31 March 2024	53,353	16	7,833	61,202
Net Book Value 31 March 2023	49,055	112	7,383	56,550

11. Property, plant and equipment

Group	Land	Buildings	IT Equipment	Equipment, facilities and fixtures	Assets under construction	Total	Right of use assets	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost at 1 April 2022	6,300	22,544	15,342	3,151	77	**47,414**	8,421	**55,835**
Additions	-	-	921	-	263	**1,184**	2,872	**4,056**
Transfers	-	-	204	59	(263)	**-**	-	**-**
Disposals	-	-	-	-	-	**-**	(2,179)	**(2,179)**
Cost at 31 March 2023	**6,300**	**22,544**	**16,467**	**3,210**	**77**	**48,598**	**9,114**	**57,712**
Depreciation at 1 April 2022	-	(4,430)	(11,165)	(2,368)	-	**(17,963)**	(4,028)	**(21,991)**
Depreciation charge	-	(634)	(2,190)	(299)	-	**(3,123)**	(2,199)	**(5,322)**
Released on disposals	-	-	-	-	-	**-**	2,179	**2,179**
Depreciation at 31 March 2023	**-**	**(5,064)**	**(13,355)**	**(2,667)**	**-**	**(21,086)**	**(4,048)**	**(25,134)**
Cost at 1 April 2023	6,300	22,544	16,467	3,210	77	**48,598**	9,114	**57,712**
Transfers	-	-	178	-	(178)	**-**	-	**-**
Additions	-	-	1,681	34	172	**1,887**	741	**2,628**
Disposals	-	-	(5,719)	-	-	**(5,719)**	-	**(5,719)**
Assets reclassify within Tangible Fixed Assets	-	-	(230)	230	-	**-**	-	**-**
Cost at 31 March 2024	**6,300**	**22,544**	**12,377**	**3,474**	**71**	**44,766**	**9,855**	**54,621**

Company	Land	Buildings	IT Equipment	Equipment, facilities and fixtures	Assets under construction	Total	Right of use assets	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Depreciation at 1 April 2023	-	(5,064)	(13,355)	(2,667)	-	(21,086)	(4,048)	(25,134)
Depreciation charge	-	(634)	(2,111)	(96)	-	(2,841)	(1,456)	(4,297)
Assets reclassify within Tangible Fixed Assets	-	-	230	(230)	-	-	-	-
Released on disposals	-	-	5,719	-	-	5,719	-	5,719
Amortisation at 31 March 2024	-	(5,698)	(9,517)	(2,993)	-	(18,208)	(5,504)	(23,712)
Net Book Value 31 March 2024	6,300	16,846	2,860	481	71	26,558	4,351	30,909
Net Book Value 31 March 2023	6,300	17,480	3,112	543	77	27,512	5,066	32,578

Details of judgement relating to asset lives and impairment are given in Note 1.20

Right of use assets consists primarily of leased properties, vehicles for our field surveyors and planes used for aerial data capture. The Group received income of £85k (2022-23 £208k) from sub-letting right of use assets in the year

The carrying amount of right of use assets by asset class is as follows; Property £1,395k (2022-23 £1,811k), Vehicles £2,952k (2022-23 £3,237k) and IT Equipment £4k (2022-23 £18k).

	Land	Buildings	IT Equipment	Equipment, facilities and fixtures	Assets under construction	Total	Right of use assets	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost at 1 April 2022	6,300	22,544	15,342	3,151	77	**47,414**	8,421	**55,835**
Additions	-	-	921	-	263	1,184	2,872	4,056
Transfers	-	-	204	59	(263)	-	-	-
Disposals	-	-	-	-	-	-	(2,179)	**(2,179)**
Cost at 31 March 2023	**6,300**	**22,544**	**16,467**	**3,210**	**77**	**48,598**	**9,114**	**57,712**
Depreciation at 1 April 2022	-	(4,430)	(11,165)	(2,368)	-	**(17,963)**	(4,028)	**(21,991)**
Depreciation charge	-	(634)	(2,190)	(299)	-	**(3,123)**	(2,199)	**(5,322)**
Released on disposals	-	-	-	-	-	-	2,179	**2,179**
Depreciation at 31 March 2023	**-**	**(5,064)**	**(13,355)**	**(2,667)**	**-**	**(21,086)**	**(4,048)**	**(25,134)**

	Land	Buildings	IT Equipment	Equipment, facilities and fixtures	Assets under construction	Total	Right of use assets	Total
Cost at 1 April 2023	6,300	22,544	16,467	3,210	77	**48,598**	9,114	**57,712**
Transfers	-	-	178	-	(178)	**-**	-	**-**
Additions	-	-	1,681	34	172	**1,887**	741	**2,628**
Disposals	-	-	(5,719)	-	-	**(5,719)**	-	**(5,719)**
Assets reclassify within Tangible Fixed Assets	-	-	(230)	230	-	**-**	-	-
Cost at 31 March 2024	**6,300**	**22,544**	**12,377**	**3,474**	**71**	**44,766**	**9,855**	**54,621**

	Land	Buildings	IT Equipment	Equipment, facilities and fixtures	Assets under construction	Total	Right of use assets	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Depreciation at 1 April 2023	-	(5,064)	(13,356)	(2,667)	-	(21,086)	(4,048)	(25,134)
Depreciation charge	-	(634)	(2,111)	(96)	-	(2,841)	(1,456)	(4,297)
Assets reclassify within Tangible Fixed Assets	-	-	230	(230)	-	-	-	-
Released on disposals	-	-	5,719	-	-	5,719	-	5,719
Amortisation at 31 March 2024	-	(5,698)	(9,517)	(2,993)	-	(18,208)	(5,504)	(23,712)
Net Book Value 31 March 2024	6,300	16,846	2,860	481	71	26,558	4,351	30,909
Net Book Value 31 March 2023	6,300	17,480	3,112	543	77	27,512	5,066	32,578

Right of use assets consists primarily of leased properties, vehicles for our field surveyors and planes used for aerial data capture. The Group received income of £85k (2022-23 £208k) from sub-letting right of use assets in the year

12. Inventories

Group	2023–24 £'000	2022–23 £'000
Finished goods	2,204	3,041
	2,204	**3,041**

Company	2023–24 £'000	2022–23 £'000
Finished goods	2,194	3,041
	2,194	**3,041**

During the year, the Company wrote off and made allowance for potentially unsaleable stock of £846k (2022-23: £143k).

The total bad debts written off in year were £2k (2022-23: £52k).

Loans to Ordnance Survey International Services Limited are repayable on demand. Interest is charged to Ordnance Survey International Limited at Base Rate + 3%.

The fair value of trade and other receivables is not materially different to the book values above.

Before accepting any new customer, the Group uses an external credit scoring system to assess the potential customer's credit quality and defines credit limits by customer. Limits and scoring attributed to customers are reviewed on a regular basis.

13. Trade and other receivables

Group	2023–24 £'000	2022–23 £'000
Trade receivables	4,712	10,491
Allowance for doubtful debts	(40)	(38)
	4,672	**10,453**
Other receivables	223	303
Taxation and social security receivable	2,217	1,511
Accrued income	5,896	5,560
Prepayments	10,898	8,016
	23,906	**25,843**

Company	2023–24 £'000	2022–23 £'000
Trade receivables	4,597	10,016
Allowance for bad debts	(40)	(38)
	4,557	**9,978**
Other receivables	210	289
Taxation and social security receivable	2,097	1,374
Accrued income	5,367	4,814
Prepayments	10,858	8,003
Loans owed by Group undertakings	–	–
Accrued income due from Group undertakings	5,289	563
Trade Receivables owed by Group undertakings	828	–
	29,206	**25,021**

14. Cash and cash equivalents

Group	2023–24 £'000	2022–23 £'000
Balance held at Paymaster Generals Office	59,286	81,856
Balance held in commercial banks and cash in hand	14,318	12,194
	73,604	**94,050**

Company	2023–24 £'000	2022–23 £'000
Balance held at Paymaster Generals Office	38,892	68,354
Balance held in commercial banks and cash in hand	10,179	10,387
	49,071	**78,741**

15. Trade and other payables

Group	2023–24 £'000	2022–23 £'000
Trade payables	923	1,735
Taxation and social security payable	2,504	2,776
Other payables	1,618	1,161
Accruals	14,991	12,148
Dividend payable	16,900	50,000
	36,936	**67,820**

Company	2023–24 £'000	2022–23 £'000
Trade payables	882	1,718
Taxation and social security payable	2,473	2,776
Other payables	1,511	1,161
Accruals	14,543	11,920
Dividend payable	16,900	50,000
Inter-Company payable	51	6
	36,360	**67,581**

The trade payables balance for both Group and Company includes long term payables of £nil (2022–23: £nil). The fair value of trade and other payables is not materially different to the book values above.

16. Lease liabilities

Maturity Analysis - contractual, undiscounted cash flows

Group	2023–24	2022–23
	£'000	£'000
Less than one year	(1,737)	(1,495)
One to five years	(2,574)	(3,615)
Total undiscounted liabilities at 31 March 2024	**(4,311)**	**(5,110)**
Current	(1,737)	(1,495)
Non-current	(2,574)	(3,615)

Company	2023–24	2022–23
	£'000	£'000
Less than one year	(1,737)	(1,495)
One to five years	(2,574)	(3,615)
Total undiscounted liabilities at 31 March 2023	**(4,311)**	**(5,110)**
Current	(1,737)	(1,495)
Non-current	(2,574)	(3,615)

The Company has no significant exposure due to variability in lease payments for the duration of above leases.

During the year the Company paid interest expense on lease liabilities £205k (22-23 £114k). Details of book value of right of use assets are given in note 11.

17. Current tax asset/liability

Group	2023–24 £'000	2022–23 £'000
Corporation Tax	7,704	5,663

Company	2023–24 £'000	2022–23 £'000
Corporation Tax	7,023	6,358

18. Provisions for liabilities and charges

Group	Restructuring provision £'000	Other £'000	Provision for Dilapidations £'000	Total £'000
As at 1 April 2023	-	-	127	127
Additional provision in year	-	-	18	18
Utilisation of provision	-	-	(9)	(9)
Unutilised Provision released to P&L	-	-	(3)	(3)
Financing charges - unwind of provision discount	-	-	-	-
As at 31 March 2024	**-**	**-**	**133**	**133**

	2023–24 £'000	2022–23 £'000
Included in current liabilities	-	11
Included in non–current liabilities	133	116
	133	**127**

The above amount is estimated as falling due as follows:

	Current liabilities £'000	Non–current liabilities £'000
2024-25	-	-
2025-26	-	-
2026-27	-	133
	-	**133**

Company	Restructuring provision £'000	Other £'000	Provision for Dilapidations £'000	Total £'000
As at 1 April 2023	-	-	127	127
Additional provision in year	-	-	18	18
Utilisation of provision	-	-	(9)	(9)
Unutilised Provision released to P&L	-	-	(3)	(3)
Financing charges - unwind of provision discount	-	-	-	-
As at 31 March 2024	**-**	**-**	**133**	**133**

	2023–24 £'000	2022–23 £'000
Included in current liabilities	-	11
Included in non–current liabilities	133	116
	133	**127**

The above amount is estimated as falling due as follows:

	Current liabilities £'000	Non–current liabilities £'000
2024-25	-	-
2025-26	-	-
2026-27	-	133
	-	**133**

19. Deferred revenue

Group	2023–24 £'000	2022–23 £'000
Current deferred revenue	24,010	21,058
Non-current deferred revenue	469	417
	24,479	**21,475**

Company	2023–24 £'000	2022–23 £'000
Current deferred revenue	20,082	17,235
Non-current deferred revenue	384	416
	20,466	**17,651**

20. Deferred tax liability/asset

Group	Losses	Provisions	Fixed assets	Total
	£'000	£'000	£'000	£'000
At 1 April 2022	-	251	(956)	(705)
(Charged) to the income statement	(67)	(75)	(962)	(1,104)
At 31 March 2023	**(67)**	**176**	**(1,918)**	**(1,809)**
Credited/(Charged) to the income statement	67	(7)	(1,480)	(1,420)
At 31 March 2024	**-**	**169**	**(3,398)**	**(3,229)**

Company	Losses	Provisions	Fixed assets	Total
	£'000	£'000	£'000	£'000
At 1 April 2022	-	251	(1,012)	(761)
(Charged) to the income statement	(67)	(75)	(930)	(1,072)
At 31 March 2023	**(67)**	**176**	**(1,942)**	**(1,833)**
Credited/(Charged) to the income statement	67	(7)	(1,475)	(1,415)
At 31 March 2024	**-**	**169**	**(3,417)**	**(3,248)**

Taxable temporary differences on fixed assets arise due to the capital allowances claims in excess of depreciation or amortisation and use of research and development tax credits.

Ordnance Survey Leisure Limited
Ordnance Survey Leisure Limited generated a current year profit before tax of £3,285,000 (2022-23 £4,769,000).

21. Share capital

Group and Company	£'000
Balance at 1 April 2022	34,000
Balance at 31 March 2023	**34,000**
Balance at 1 April 2023	34,000
Balance at 31 March 2024	**34,000**

The Company has issued 34,000,002 ordinary shares of £1 each.

No shares in Ordnance Survey Limited are held by or on behalf of its subsidiaries undertakings.

22. Short-term leasing costs

Group and Company	2023–24	2022–23
	£'000	£'000
Short-term lease expense in the year	688	568

As at 31 March 2024, Ordnance Survey Ltd has future short term lease costs under non-cancellable leases as set out below:

Group and Company	2023–24	2022–23
	£'000	£'000
Within one year	146	163

23. Contingent liabilities and contingent assets

No significant contingent assets or liabilities noted for current year.

24. Capital commitments

At 31 March 2024, the Company had the following capital commitments:

	2023–24	2022–23
	£'000	£'000
Contracts for future capital expenditure not provided in the financial statements	—	—

25. Financial instruments

The Group's financial instruments comprise cash deposits and other items such as trade receivables, receivables owing from joint ventures, trade payables, provisions and loans. The main purpose of these financial instruments is to finance the Group's operations.

The main risks arising from the Group's financial instruments are credit and liquidity risks. The Group's policies for managing these risks are set to achieve compliance with the regulatory framework. The Group follows Government Accounting rules, negotiating contracts with suppliers or contractors in sterling or major international currencies such as the Euro. The Group's policy during the year on routine transactional conversions between currencies (for example, the collection of receivables and the settlement of payables) remained that these should be affected at the relevant spot exchange rate.

Credit risk

The Group is exposed to credit risk through its trade receivables over a number of sectors. The Credit Policy has a deemed level of risk acceptance for commercial business and higher credit risks are subject to credit checking using external sources.

Generally, payment terms are 30 days from date of invoice except in the consumer sector, where payment terms of 60 or 90 days prevail. The profile of debt not impaired is shown below:

	2023–24			2022–23		
	Gross	Expected credit losses	Net	Gross	Expected credit losses	Net
	£'000	£'000	£'000	£'000	£'000	£'000
Not yet due	2,915	(15)	2,900	8,036	-	8,036
Past due 0–30 days	1,625	(6)	1,619	1,063	-	1,063
Past due 31–60 days	138	(7)	131	1,535	(36)	1,499
Past due 61–90 days*	(8)	-	(8)	102	(2)	100
Past 90 days	42	(11)	31	(245)	-	(245)

*This is a negative value due to unallocated payments on account made by customers.

In arriving at the impairment against trade receivables the following have been taken into account:

- An individual account-by-account rate for each debt tranche, applying this to the debt tranche at the end of the period.
- Any prior knowledge of debtor insolvency or other credit risk.

Disclosures on credit risk related to inter-Company loans are provided in note 8.

Interest rate risk

The Group finances its operations through equity and retained profits thus is not exposed to interest rate risk.

Liquidity risk

The Group has maintained short-term liquidity throughout the year by management of its cash deposits.

Foreign exchange risk

The Group's activities expose it primarily to the financial risks of changes in foreign currencies. The sensitivity analysis below has been determined based on the exposure to foreign exchange on the financial instrument balances at the reporting date and the stipulated change taking place at the beginning of the financial year and held constant throughout the reporting period. An increase of 5% of foreign exchange versus sterling would result in a reduction of the Group's profit by £1.5k (2022-23: £34k).

Fair value hierarchy

IFRS 7 requires that an analysis of financial instruments that are measured subsequent to initial recognition at fair value, Grouped into levels one to three based on the degree to which the fair value observable is given. The levels are as follows:

Level one Fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets and liabilities.

Level two Fair value measurements are those derived from inputs other than quoted prices included within level one that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).

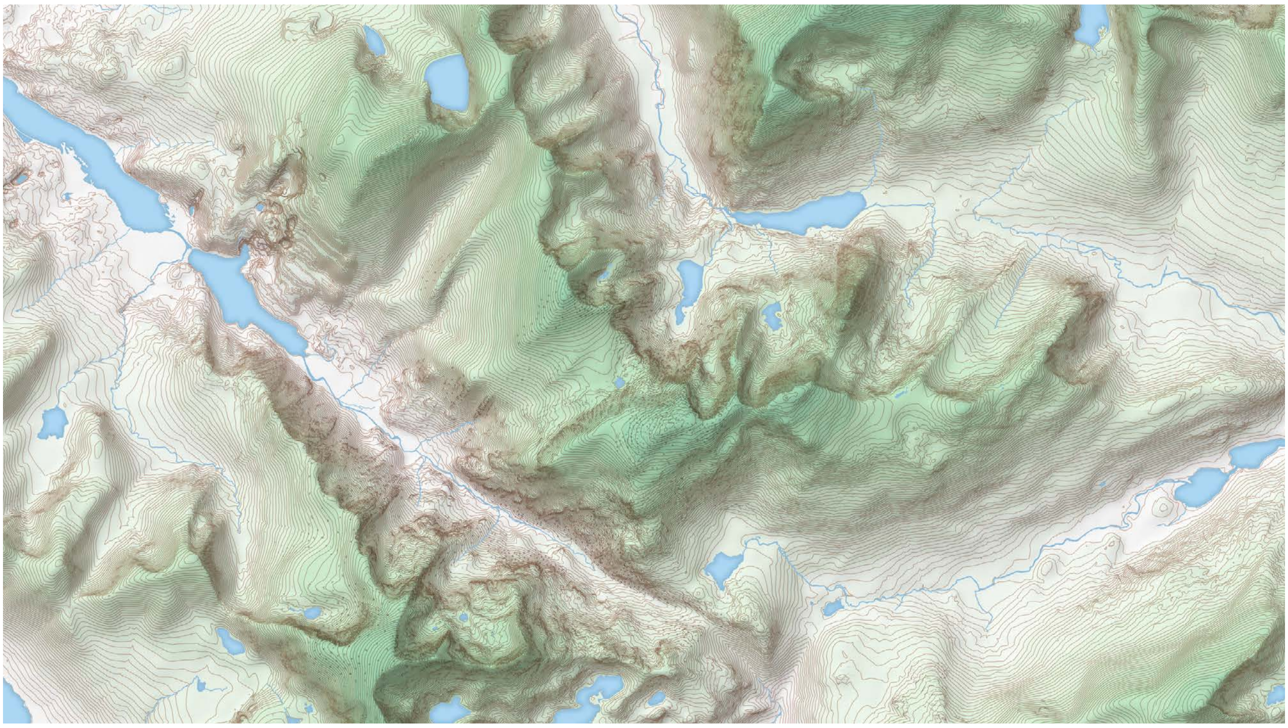
Level three Fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs). The Group's financial instruments, recognised at fair value, all fall into the level three categorisation.

Interest rate risk profile

The interest rate profile of the Group's financial assets and liabilities at 31 March 2024 are set out below. All balances are held in sterling.

Group

	2023–24			2022–23		
Financial assets	Fixed rate	Floating rate	Total	Fixed rate	Floating rate	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cash at bank	-	73,604	73,604	-	94,050	94,050



26. Contract assets and contract liabilities

Group	2023–24	2022–23
	£'000	£'000
Revenue recognised in the period from: Amounts included in contract liability at the beginning of the period	20,326	24,183
Revenue received in the period from: Performance obligations satisfied in previous periods	468	507

The Group receives payments from customers based on the invoicing schedule, as established in the contracts. Contract assets relate to the Groups conditional right to consideration for completed performance under the contract. Accounts receivable are recognised when the right to consideration becomes unconditional. Contract liability relates to payments received in advance of performance under the contract. Contract liabilities are recognised as revenue as we perform services under the contract. No contract asset were impaired in the financial year ended 31 March 2024.

27. Related Party

The Company is wholly owned by the Secretary of State for Science, Innovation and Technology. The Department For Science Innovation and Technology is a ministerial department of HM Government. The Secretary of State for Science, Innovation and Technology is regarded as a related party as it has both an ownership and customer role.

In the course of its normal business the Group provides mapping data and licences to both the private and public sectors.

During the year the Group had a significant number of material transactions with other governmental departments and central government bodies. Most of these transactions have been with the Secretary of State for Science, Innovation and Technology, HM Land Registry, the Scottish Government and the Cabinet Office.

No other Board member, senior management or other related party has undertaken any material transactions with Ordnance Survey during the year. Compensation paid to management in the ordinary course of Group operations is given in the Remuneration Report.

Ordnance Survey Leisure Limited, is 100% owned by the Company. At 31 March 2024, Nicholas Giles and Steven Showell represented the Company as Directors of Ordnance Survey Leisure Limited.

Ordnance Survey International Services Limited, is 100% owned by the Company. At 31 March 2024, Paul French and Steven Showell represented the Company as Directors of Ordnance Survey International Services Limited.

GeoPlace LLP is a joint venture LLP with Local Government Association. At 31 March 2024, John Kimmance and Paul French represented the Company on the Board of GeoPlace.

Dennis Maps Limited is a related parties. At 31 March 2024, Peter Reynolds & Hazel Hendley represented the Company as directors of Dennis Maps Limited.

The results of Ordnance Survey Leisure Limited, GeoPlace LLP, PointX Limited and Dennis Maps Limited are included in the consolidated financial statements as described in the accounting policies.

The Group uses the exemption for government bodies not to disclose full details of related party transactions.

28. Control

The immediate parent undertaking and ultimate controlling party of the Company is the Secretary of State for Science, Innovation and Technology on behalf of HM Government, following a change to the Department for Business, Energy & Industrial Strategy on 3 May 2023.

The annual report and accounts for the Secretary of State for Science, Innovation and Technology on behalf of HM Government is available at: www.gov.uk/official-documents.

29. Post Balance sheet events

There are no post balance sheet events requiring adjustment to, or disclosure within the Annual Report.

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