



**Staffline**  
Group PLC



**Leading.**  
**Trusted.**  
**Changing**  
**lives.**

ESG Report  
2024



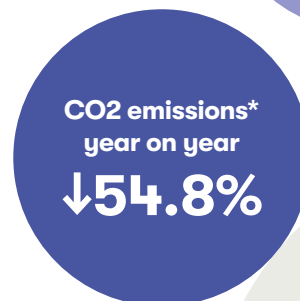
## ESG Report

Our commitment to supporting people and communities and the related environmental, social and governance responsibilities is integral to our business.



**Daniel Quint**  
Chief Financial Officer  
and Board member  
responsible for ESG

# Welcome to Staffline's 2024 ESG Report.



Staffline recognises the value of Environmental, Social and Governance (“ESG”) matters and their importance to delivering our purpose of putting people into good work.

As a business focused on recruitment and employability training we played a pivotal role in changing lives and empowering communities in 2024.

Given the size of our business, it is important that the Group provides leadership and sets an example in operating sustainably, not only in the corporate space but also more widely as an organisation of influence in society and in our communities. The clear commitments outlined in this report, which are overseen by our ESG Committee, seek to align with the ambitions of our partners and stakeholders, many of whom are also leading by example in the ESG space.

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**Our focus is to make a positive difference to people's lives and deliver social value to the communities in which we operate.**

\* Scope 1 and Scope 2 emissions only

## Our approach.

Our purpose drives our activities. As a major recruiter and training provider across multiple sectors, we played a crucial role in both preparing people for employment and connecting them to suitable opportunities, supporting local communities and wider society.



## Our strategy.

Our sustainability strategy sets out how we deliver against our responsibilities and is based around four key pillars, covering environmental, social and governance issues.

### 1 Making a positive difference to people and society

Our key focus and the area where the greatest positive impact can be delivered.

Developing skills and delivering training and support services transforms lives, including those of people from disadvantaged backgrounds, helping to unlock potential, improve people's prospects and get them into fulfilling jobs.

- Providing good work
- Delivering employability and skills training
- Community engagement
- Social Recruitment Advocacy Group

### 2 Supporting and developing our people

We share a commitment to changing and improving the working lives of our people every day.

We invest in all stages of the employee journey, driving a high-performance mindset through effectively engaging our people whilst supporting and creating a sense of belonging.

- Wellbeing
- Training, development and reward
- Diversity, equity, inclusion and belonging ("DEIB")
- Health and safety

### 3 Reducing our environmental impact

We place great importance on seeking to minimise our environmental impact and we recognise that our environmental responsibilities are integral to our business.

- Monitoring energy use and carbon emissions
- Carbon offsetting activities
- Compliance with environmental reporting requirements including the Task Force on Climate-related Financial Disclosures ("TCFD")

### 4 Doing business in a responsible way

Sound governance and doing business in a responsible way are fundamental to the way the Group operates.

Overseen and guided by our ESG Committee, we aim to demonstrate these responsibilities within our corporate policies and through our actions as a business and as individuals.

- Governance
- Regulatory compliance
- High ethical standards

ESG Report continued

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## Making a positive difference to people and society.

At PeoplePlus, we leverage our expertise in employability and skills training to make a meaningful impact on individuals, communities and society as a whole. By partnering with government bodies, employers and local organisations, we support individuals in securing sustainable employment while helping businesses to address workforce needs in a socially responsible way.

**514**  
volunteering  
days used by  
PeoplePlus  
employees  
in 2024

Through tailored training and employability programmes, we enable people to build their capabilities and sustain employment. This includes working with businesses to develop inclusive hiring practices that promote equity and social value.

In the past year, we have supported c.5,000 individuals into employment through our employability programmes and the Social Recruitment Framework. Within the prison education system, we enabled over 12,300 learners to start or progress their educational journeys in 2024, delivering c.22,100 qualifications at a 93% success rate. These courses equip individuals with essential literacy, numeracy and vocational skills, preparing them for meaningful work upon release.

With more than 30 years' experience working to address disadvantage and tackle the root causes of worklessness, PeoplePlus is committed to delivering social value within local communities and embedding socially responsible practices across our services. As experts in social value creation, PeoplePlus seeks to bring knowledge and expertise to the businesses we work with in order to genuinely influence societal change.

# The Social Recruitment Covenant



The Social Recruitment Covenant encourages employers to publicly commit to inclusive recruitment, training and employment practices. By focusing on individuals who have faced disadvantage in the labour market, such as young people not in education, employment or training (“NEETs”), unpaid carers, single parents, the long-term unemployed, ex-offenders and people with disabilities, the Covenant aims to reduce economic inactivity and promote social mobility across the UK.

By signing the Covenant, organisations commit to adopting recruitment and employment practices that help individuals overcome barriers endemic in traditional hiring processes. This commitment not only benefits individuals but also strengthens local economies by building a more diverse and resilient workforce.

The Social Recruitment Covenant was officially launched at Westminster’s Portcullis House in November 2024. Over 150 employers, government ministers and MPs attended the event, with major organisations like Lidl, Amey and Openreach among the first 100 signatories. In attendance was the Minister for Employment, the Rt Hon Alison McGovern MP, who highlighted the Covenant’s role in promoting social mobility, noting that workplaces are crucial for personal development. Partners, individuals and employers including Lidl also shared their experiences of inclusive hiring practises.

For further information about the Social Recruitment Covenant or to book a discussion please click on the link below: <https://peopleplus.co.uk/socialrecruitmentcovenant>



Top: Members of the SRAG attending the launch of the Social Recruitment Covenant in Parliament

Bottom: SRAG Chair the Rt Hon Anne Milton, Minister for Employment the Rt Hon Alison McGovern and PeoplePlus Group MD Kenny Boyle



ESG Report continued

# Social Recruitment Advocacy Group

## Creating real, scalable social value

We recognise that meaningful social change cannot be achieved by one organisation acting alone. It requires collective effort and the support of our expert partners, bringing together the best from the public, private and third sectors to drive societal change across the UK.

This ethos of driving change led to the creation of the Social Recruitment Advocacy Group ("SRAG"), a multi-partner, multi-sectoral group addressing barriers to employment. The SRAG helps employers meet their recruitment needs by tapping into "new" talent pools that have been consistently overlooked in the employment market. Members of the SRAG including Lidl, G4S, Milestone, Ikea and Mitie benefit from a number of social value creation services, including the SRAG's strategic partner network of charities and not-for-profit organisations. We enable partnerships that drive transformation across the whole SRAG community, with the specialist skills and services that will make their goals a reality. Ride Tandem, AAE, RNIB and Springpod are just a few of our partners.

Members attend monthly "Lunch and Learn" sessions hosted by our strategic partners covering topics which include Supporting Refugees into Meaningful Work; Managing the Risks of Modern Slavery; Racial Awareness; Unpaid Carers; and Employing Prison Leavers. All these sessions are recorded and shared in our member-only portal.

SRAG members are also invited to visit prisons in which PeoplePlus provides education services to see the real challenges faced by people in prison and encourage them to think laterally about what further opportunities they can offer to both current prisoners and those who have already been released and are seeking employment. Visits to HMP Ranby,



HMP Stocken and HMP Nottingham allowed employers to identify potential collaborations, such as sponsoring industry workshops, offering interview preparation and conducting real or mock job interviews, which will help prisoners prepare for the modern job market.



To find out more  
about SRAG  
please scan here

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**As a recognised inclusive employer it has been critical to us, both culturally and operationally, to develop hiring practices that remove barriers and provide opportunities for those furthest from the labour market. Being part of the Social Recruitment Advocacy Group has provided wonderful insights from across industries and enabled Milestone to fast-track our initiatives and provide employment where we work.”**

Head of Social Value, Milestone Infrastructure

## Devolution

Given the widespread demand from local government, we are deploying regional versions of the SRF and SRAG. These regional models enable PeoplePlus to support local government efforts and integrate employment and skills services to meet local needs. By focusing on critical skills and employability gaps, matching funding and aligning with local strategic plans and economic and social priorities, we ensure a targeted, demand-driven approach supporting a fairer, more equitable workforce.

This devolved strategy will help national employers link effectively into local communities, allowing for inclusive regional recruitment across multiple areas of operation. Using the SRF model, by connecting the best training providers to meet regional priorities and help underserved demographics, we ensure that employer demand is at the heart of skills funding, reducing the likelihood of supply-led solutions and bringing socio-economic benefits to all.

In Scotland we are already supporting the Community Wealth Building Agenda, having met with the Minister for Employment and Investment, to discuss the importance of moving disadvantaged and disabled individuals into the workforce. This highlighted how social value and community wealth play a crucial role in making these initiatives successful.



PeoplePlus colleagues and Scottish Minister for Employment and Investment, Tom Arthur

## Case study

# The Social Recruitment Framework and Lidl



The Social Recruitment Framework (“SRF”) is one of PeoplePlus’ most successful initiatives and uses a straightforward approach: starting with the available jobs and working backwards, filling them with those most in need of support in the labour market. By identifying where employers need to recruit then collaborating with our network of training providers across the UK, job seekers are equipped with the skills required to fill real vacancies. Viewing other training providers not as competitors but as partners, the SRF connects employers with multiple providers and funding sources across the UK. Through a robust network now comprising hundreds of organisations, we have created a platform for meaningful change, sharing best practice and leading initiatives that showcase how organisations can create real social value.

Lidl has been working with PeoplePlus since 2022; they are on the SRF network, are a member of the Social Recruitment Advocacy Group and are one of the founding signatories of the Covenant. A relationship that originally started locally, enabling participants on the Restart Scheme in the Kent area to find work in their local stores, it has grown nationally, securing work for more than 50 people all across the country. By joining the SRF, Lidl has been able to advertise hundreds of vacancies across our training provider network and in turn employ many people who may have been previously overlooked in the jobs market. By rolling the opportunities out region by region, Lidl has perfected their approach demonstrating best practise and achieving high levels of retention.

Further cementing our relationship, Lidl hosted the SRAG Q4 Summit in November 2024 at their head office.



Top: SRAG panel discussion

Above: Lidl GB receiving the SRAG Gold Charter Mark

Top right: SRAG members at Q4 Summit



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**Through a national rollout of our partnership with PeoplePlus, in 2024 we have recruited over 50 individuals who had been unemployed for over six months. These colleagues have added immense value to their teams and have shown commitment to their roles, evidenced through retention rates. This success story motivates us to build upon and grow our partnership in 2025.**

Recruitment Manager, Lidl GB

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## Supporting and developing our people.

Our commitment to improving the working lives of our people is ongoing. Our values, as demonstrated by everyone across the Group, drive a high-performance culture by consistently engaging and developing our people while creating and maintaining a sense of inclusivity and belonging.

Promotions  
**139**  
awarded in  
the year

Apprenticeships  
**48**  
completed in  
the year

Training  
**c6,000**  
hours recorded  
by Recruitment  
Ireland

## We listen, act and support.

Engagement with our people is at the heart of what we do in Staffline. Employees' and workers' views are critical as we seek to retain the best people in the right roles and ultimately to deliver successful, sustainable growth throughout our business.

Recruitment GB, Recruitment Ireland and PeoplePlus have all conducted their annual engagement surveys. The results included:

### Recruitment GB:

- 77.2% of employees feel happy to work for Staffline Recruitment GB
- 71% of employees would recommend Staffline Recruitment GB as a great place to work

### Recruitment Ireland:

- 91% of employees feel happy to work for Staffline Recruitment Ireland
- 92% of employees would recommend Staffline Recruitment Ireland as an employer

### PeoplePlus:

- 92% of colleagues agreed that PeoplePlus has a positive impact on society

Listening is only one part of engagement, with action on feedback being essential. New practices that have been implemented during 2024 in response to the surveys include:

- Making healthcare, medical and mental wellbeing support more accessible to our employees in real time through the promotion of wellbeing apps including articles, videos and live fitness classes, nutritional advice and recipes and access to retailer discounts and GP consultations.
- Introducing an Electric Vehicle Salary Sacrifice Scheme in PeoplePlus and for Northern Ireland employees of Recruitment Ireland, resulting in significant savings for employees and contributing to a cleaner environment. These schemes sit alongside a salary sacrifice scheme in Recruitment GB that offers hybrid and electric vehicles as well as petrol and diesel-engined models.
- Establishing a new, improved Staffline Intranet in Recruitment GB and Recruitment Ireland with dedicated "hubs" to improve communication and access to information.
- Rolling out a holiday purchase scheme to cover the whole Group, giving our people the flexibility to purchase more annual leave days to suit their work/life balance and wellbeing.
- Increasing senior team visibility across sites, including leadership lunches, corporate welcome days, site visits and quarterly town hall communication events.
- Hosting a variety of leadership engagement events across the Group, including annual conferences and a "Planning for Peak" event.
- Working with our Engagement Representatives to co-create action plans that drive improvement.



## Our people belong.

We aim to be as diverse as the stakeholders we serve and we know that our commitment to inclusion, diversity and belonging is welcomed by our customers, candidates and employees.

This is not a separate strategy or a statement of intent, but is woven through every facet of our business: It is simply **“Who we are”**.

### Employee gender split (Group-wide, excluding Board)

62%

female

38%

male

### Number of women in senior positions

58

divisional Senior Leadership Team members and their female direct reports

### We are committed to three things:

- 1 **Raising awareness:** We are committed to increasing awareness of diversity, equity, inclusion and belonging matters across the business.
- 2 **Constantly evolving:** Through effective policy change and the introduction of new initiatives and benefits, we strive to create a more inclusive culture for our people.
- 3 **Supporting the communities in which we operate:** We are passionate about working alongside our communities and customers that are aligned to our purpose, and delivering more together.

#### Raising awareness

Over the last year, through national campaigns, employee development and senior leadership sponsorship we have continued to increase awareness of DEIB matters across the Group, highlighting specific themes and bringing people together to discuss relevant topics.

The many examples of how we have done this include:

**Menopause:** Bringing women and men together to talk about menopause and sharing of symptoms to raise awareness, educate and start conversations. A Menopause Support Group was created in PeoplePlus during the year to encourage women to come together to talk about their experiences.

**Neurodiversity:** Using the national awareness weeks, we invited employees to join a live event with our wellbeing partner, Benenden Health. We have also created a Neurodiversity Guide to support managers and employees, as well as a support group “Accessibility for All”.

**Ethnicity and nationality:** Whether it is Black History Month or other more generic campaign topics such as communication, we encourage all our colleagues to showcase their cultures and raise awareness of what it might be like to work in an organisation where English isn’t someone’s first language, or where they may be unrepresented within their teams or in society. In 2024, we held employee panels during Black History Month where employees talked about their experience of living/moving to the UK and in our communication campaign employees talked about their experiences of working in an English-speaking organisation when this isn’t their first language.

**Men’s health:** Working with our wellbeing partners, the team in Recruitment Ireland used November to feature insights on this topic from wellbeing consultants and contributors. Resources made available to our employees included expert articles; nutrition and fitness advice; mental health support and guidance on how to deal with feelings of isolation.

Other examples of support groups set up in 2024 include groups for unpaid carers, veterans and a committee of DEIB champions.

ESG Report continued**Constantly evolving**

Standing still in an ever-changing world is not an option for any organisation that wants to thrive rather than simply survive. Awareness is only one part of the journey; taking action to improve our policies, benefits and work environment is key to demonstrating our commitment to create a more inclusive culture.

Policy change is one part of our evolution and in 2024 we have introduced new or extended policies including:

- Worker Protection Act: Proactive prevention of sexual harassment.
- Domestic violence leave.
- Whistle-blowing changes.
- Safeguarding for customers and colleagues.
- Prevention of bullying and harassment.

Benefits are also evolving in line with our employees' requirements and expectations. Listening to and acting on feedback from our employees covering a wide range of topics and doing more to support our environment plays a key part. During 2024, PeoplePlus introduced an electric vehicle lease scheme for employees and Recruitment Ireland introduced a scheme for Northern Ireland employees offering hybrid and electric vehicles. These schemes sit alongside the existing scheme in Recruitment GB, which offers hybrid and electric vehicles as well as petrol and diesel-engined models.

**Supporting the communities in which we operate**

As in previous years, Staffline continues to be committed to supporting the communities in which it operates by volunteering and/or raising money for charities. All our employees are given a day in the community where they are encouraged to share their time and knowledge with our chosen charities and community groups. Here are some of the highlights from 2024:

- Supporting students from schools to FE colleges with mock interviews.
- Auctioning prisoners' artwork to raise funds for various charities.
- Proactively partnering with local Job Centres and Benefits Offices to deliver talks for jobseekers, jobs fairs, advice for economically inactive people who face barriers to employment and talks for career coaches.
- Actively supporting and organising local Chamber of Commerce events, for example Christmas toy appeals and local food bank collection points.
- Sharing current recruitment insights for local business communities supporting women back to work, partnering with local mums' groups to assist mothers back into the workplace via guidance on employers' expectations in the current marketplace.
- Working with Tesco, a Recruitment GB team supported their chosen charity by walking the Yorkshire Three Peaks to raise awareness and funds.

## Case study

## Listening and acting on feedback from surveys

### Senior leadership visibility:

One of the statements in our employee engagement survey is:



**I genuinely feel the Staffline leadership team are connecting more with the people that work here.**

Across the whole Group, we have made a conscious effort to increase the visibility and connectivity of our senior leaders with our employees.

Within Recruitment Ireland and PeoplePlus this included introducing a Senior Leadership Welcome Session for all our new joiners and in Recruitment GB we have introduced Leadership Lunches, where the CEO and one other leader invite up to 12 employees to join them for lunch. Employees who have been promoted, passed their probation, have received a STARS award or have been identified as having high potential are eligible. Every member of the Senior Leadership Team also spent a minimum of two days in December visiting operational sites across the business in support of our peak efforts.

Finally, Recruitment Ireland held a successful Annual Management Conference in October, during which our managers shared presentations on their respective businesses; actions taken following the most recent survey feedback; creating connections and learning together; and celebrating progress while planning ahead for 2025. Attendees agreed that they left with clear understanding of the business strategy and feeling energised for the coming year.



Leadership Lunch with Sarah White,  
People & Culture Director

## Case study

## Recruitment Ireland electric vehicle scheme



**Before I joined the EV scheme I had to car share. The Scheme has given me my own vehicle for travelling to and from work, school pick-ups and endless sports activities for my children without any of the hassle of arranging alternative collection/drop offs.**

**I had excellent support from our HR team and current EV scheme members in the business who offered their guidance to help me choose the best car to meet my needs. The application process was so quick – I chose a car and picked it up less than 6 weeks from application with great communication from the car dealership.**

**I was spending a lot to maintain my previous car due to its age and condition, so not only am I being more eco-friendly and reducing my carbon footprint but I'm also saving money through avoiding the hassle of renewing my insurance and tax each year and using salary sacrifice to make further savings, leaving me free to focus on other aspects of my work and home life.**



**Coleen Lavery**  
Senior Talent Acquisition  
Specialist

**ESG Report** continued

## Case study

# Have Your Say

## Staffline Recruitment GB's worker engagement story

Staffline Recruitment GB's focus on experience and engagement is not just for our employees, it extends to our workers too.

Five years ago, Staffline launched "Have Your Say", a worker experience platform that enables thousands of workers to have their say on their personal experience of working for Staffline. Since then more than 100,000 workers have provided us with over 500,000 unique survey responses that comprise a treasure trove of information. Working in partnership with our customers we monitor feedback and continually improve approaches and processes to create a better worker experience.

Looking at the data throughout 2023 and into 2024 several key trends are still at play:

- 1 **"Type of work" is key for flexible workers.**
- 2 **"Happiness" is translating into lower attrition levels.**
- 3 **Training and learning new skills is a recurring theme among Staffline's temporary and permanent workers.**

To read the full 2023-24 "Have Your Say" Report please visit:

<https://goodwork.staffline.co.uk/have-your-say-worker-experience-platform>



have  
your  
say.

# We invest in learning and development

## Our investment in learning is continuous across our business as we seek to nurture and retain talent.

Whether an employee is a seasoned professional or just starting a career with us, we have endless opportunities for growth, development and discovery. We offer a diverse range of resources, programmes and interventions designed to enhance skills, expand knowledge and fuel personal and professional growth.

Some examples of our focus on continual development are below:

- Creating the best start: every employee receives both business-wide and role-specific inductions including new line manager inductions for new or newly-promoted employees.
- Tailored welcome days, ensuring that new starters can have the best start with skills development and also meet and ask questions of our senior management teams.
- Monthly 1-to-1 sessions and formal reviews with line managers that focus on performance and development.
- On-the-job development and secondment opportunities.
- Transparent career opportunities throughout the organisation with a focus on skills and career matrices for 2025.
- Apprenticeships across a variety of levels and topic areas



**ESG Report** continued

# Internal leadership and talent development.

**Across the Group, we are committed to identifying and developing our internal talent, specifically focusing on developing our current and future leaders.**

**Case study**

## Recruitment GB

### Talent Forum – Developing employees with potential

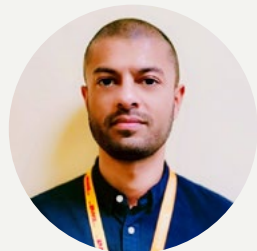
The Talent Forum is our approach to supporting development for our middle managers who want to progress their career. The programme is sponsored by Tim Southam, MD Divisions and led by Ali Guilliat (Senior People Partner) and Sarah Hopkinson (L&D Manager), supported by 12 internal mentors from across the business.

The purpose of the programme is to:

- Build a self-driven development programme that supports our managers to drive their own development, career and growth.
- Build strong succession where we need it most and ensure a healthy pipeline for the future.
- Retain our talent and improve the overall experience of being part of the Staffline team.

We had 22 applications from colleagues wishing to join the Talent Forum in 2024, of whom 15 were successful and started the programme in March 2024. All 15 will complete the programme in March 2025.

We have seen success during the year with two Talent Forum members being promoted: Raj Chauhan was promoted to Area Account Manager in the Driving team and, following a successful secondment, Lauren Howell has been confirmed as an Area Account Manager within the Third-Party Logistics team.



### Raj Chauhan

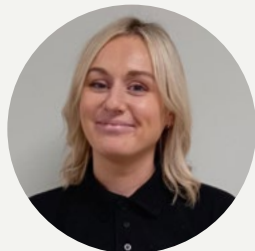
Area Account Manager, Driving  
(Recruitment GB)

“Being part of the Talent Forum has been a transformative experience, enabling me to gain a deeper understanding of myself and my management style. Through self-assessments, case studies and practical exercises, I have discovered my strengths as a leader, as well as areas for growth.

This self-awareness has allowed me to adapt my approach to better meet the needs of my team and foster a more collaborative and supportive working environment. The course has equipped me with tools to communicate more effectively, delegate strategically and inspire others towards shared goals.

During the course, I was fortunate enough to gain a promotion to an Area Account Manager role within the Driving Division, a move upwards and a change of divisions that certainly put me out of my comfort zone. However the course gave me the extra confidence to go for the role and having a mentor as a sounding board whilst in situ was an invaluable tool during the early months in my new role.

As a result, my team’s performance and morale have significantly improved and I feel more confident in my ability to navigate challenges and lead with purpose. This journey has not only made me a more effective leader, but has also reinforced the importance of continuous learning and self-reflection in leadership.”



### Lauren Howell

Area Account Manager, Third-Party  
Logistics (Recruitment GB)

“Being part of the Talent Forum 2024 has been such a valuable part of my development journey. I have learnt so much about myself and developed my self-awareness, which has enabled me to be a more authentic leader. Reflecting on the beginning of my Talent Forum journey, I had no idea how much I would enjoy and gain from being put out of my comfort zone!

I have been able to share this journey with my team and support the development of their own self-awareness, which has fostered improved relationships, communication and performance. Developing my coaching leadership skills has allowed me to provide a high level of support and challenge to my teams to promote their own development.

Having a mentor with vast experience has been a huge support in my journey. Sharing the challenges I have faced within my role has given me the opportunity to see them from a different perspective, practice reflection and work towards solutions.”



### Case study

### Hannah Jenkins

Head of Employer Social Value  
(PeoplePlus)

Hannah was a participant in PeoplePlus’ first cohort of “Authentic Leader” training. The course provided her with valuable insights into leadership and self-awareness as she transitioned into her newly-appointed role as Employer Relationship Business Manager. The interactive sessions, supported by real-life examples from colleagues, helped her better understand effective leadership principles and how to apply them in practice.

Since completing the course, Hannah has enhanced her communication skills and focused on building stronger relationships with colleagues and external partners. These changes have resulted in more effective collaboration and better outcomes in her role and Hannah has gone on to be further promoted to Head of Employer Social Value.

Looking ahead in her new role, Hannah aims to strengthen partnerships with socially responsible employers and ensure initiatives create meaningful community impact. She is focused on integrating social value into employer collaborations and expanding pathways that align with these goals. Her ultimate objective is to drive organisational success while delivering tangible benefits for the community.

Recognising the importance of continuous learning and development in career progression, Hannah actively seeks opportunities to expand her knowledge and skillset through courses, workshops and external training, enabling her to stay informed about industry trends and prepare for future challenges.

## Employee development in Recruitment Ireland

We have invested significantly this year in Executive Leadership Development through a trusted expert partner. A total of 45 training days were delivered, with specific focus on maximising effectiveness, performance management and building trust for open leadership communication.

We plan to invest further in 2025 through a comprehensive 360° review process with supportive 1-to-1 coaching; development of detailed job role competence; and knowledge and behavioural profiles, designed to support existing managers’ growth and development of future leadership talent.

Our CEO-led annual Talent Forum approach considers the performance of every employee across our business in a holistic way, ensuring that a range of views are considered to identify potential future leaders and creating a rich pipeline for promotion opportunities.

**ESG Report** continued

# We celebrate success.



Staffline Ireland Annual Awards

**We continue to celebrate our people's wins, recognising and rewarding both team and individual success through formal monthly, quarterly and annual awards based on our values and results. This is in addition to formal incentive schemes.**

**Internal recognition**

External recognition is important, but ensuring that our people feel recognised for the amazing hard work that they do, going above and beyond for each other and their customers, is key to our success as a business and the retention of our people. Across the Group, each division celebrates its people in different ways.

In Recruitment GB, we have our Staffline Talent Awards, for which colleagues and line managers can nominate people and teams for going above and beyond any of our values. Nominations are reviewed quarterly, with winners winning £250 worth of vouchers to spend how they want to. At the end of each year we review all those winners and announce our Star of the Year at our "Going for Growth" event in January. This scheme sits alongside our Instant Awards scheme, where every SLT member is given a quarterly recognition pot to use at their own discretion to recognise their employees for doing a great job.

In Recruitment Ireland, the division's annual conference culminates in an awards celebration highlighting the valuable contribution of our people to our business success. There were 28 worthy winners in 2024, including five "Back Office Superstars", recognised for the vital role played by the support functions behind customer-facing operations.



### External recognition

The Group has also enjoyed amazing external recognition through a variety of awards that we either have won or been nominated for, including the following:

Recruitment Ireland's Dundalk Branch Team were shortlisted in the 2024 Dundalk Chamber of Commerce Awards in recognition of their commitment to customer service, product knowledge and sustaining business practices in their local community.

Sarah Healy of Recruitment Ireland's Dublin Swords Branch was a finalist for Temporary Recruiter of the Year 2024 at the Irish Employment Recruitment Federation Awards.

Matthew Bysouth, carpentry tutor at PeoplePlus, won the Educator of the Year award in the prestigious Inspire Justice Awards. Organised by Skills for Justice, these awards highlight the remarkable contributions of individuals and teams within the wider justice sector, aiming to recognise those who often go unnoticed but play a crucial role in maintaining the smooth operation of our criminal justice system.

Investors in People is recognised as a definitive voice for employer organisations, having 50,000 members, including some of the largest, best resourced organisations in the world.

The Investors in People Awards 2024 was a culmination of over 300 entries from 200 organisations across 15 countries to celebrate the pinnacle of excellence in organisational development and people management.

PeoplePlus was shortlisted for two awards this year, the Award for Best Purpose-Driven People Community and the Award for Social Responsibility. We were thrilled to take home the Social Responsibility Award for the second year in a row. The award "celebrated initiatives that go beyond business goals to drive social change, contribute to local communities, and promote sustainability."



Dundalk Branch Team



Matthew Bysouth, Inspire Justice award winner

ESG Report continued

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## Reducing our environmental impact.

Staffline remains committed to clear and comprehensive reporting that reflects ongoing development of the corporate reporting environment in relation to climate change and sustainability, including both mandatory requirements and discretionary good practice.

### Staffline Group PLC Board

**Responsible for:**

- Defining ESG/sustainability strategy based on recommendations from ESG Committee and input from external stakeholders
- Approving ESG Committee Terms of Reference
- Approving climate-related metrics and targets and monitoring achievement

**ESG Committee**  
(chaired by Group CFO)**Senior management workstream leads from:**

- Divisional Human Resources/People teams
- Marketing/Communications team
- Divisional Governance teams
- Group Finance team
- Group Internal Audit function
- Company Secretarial function

**Responsible for:**

- Supporting the Board's ongoing development of ESG strategy
- Reviewing emerging trends and good practice in ESG management and reporting
- Developing Staffline's approach to ESG/sustainability risk management
- Compilation of Staffline's internal and external reporting on ESG/sustainability matters

**Audit Committee**  
(chaired by Non-Exec Director)**Responsible for:**

- Overseeing risk management and internal control arrangements in respect of climate-related and other risks
- Overseeing the Group's compliance with reporting and disclosure regulations

**Divisional Ops Boards**  
(chaired by Divisional MDs)**Responsible for:**

- Overseeing implementation of Group strategy on ESG/sustainability matters

**Divisional Management Teams****Responsible for:**

- Implementing Group strategy on ESG/sustainability matters
- Liaison with customers and suppliers around ESG/sustainability-related risks and opportunities
- Maintaining appropriate internal controls

The following statement is structured in accordance with the guidance contained within “Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”)” published in October 2021 and incorporates the components of the Non-Financial and Sustainability Information Statement (“NFSI Statement”) required under the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022.

## Governance and climate-related risks and opportunities

### Governance structure

The graphic on page 17 sets out the component parts and respective responsibilities of Staffline’s governance framework for identifying, assessing and managing climate-related risks and opportunities.

### The role of the Board

The Board is responsible for setting the Group’s overall business strategy and overseeing its delivery. Ensuring effective management of risks and opportunities including, but not limited to, those arising from climate change is seen by the Board as a fundamental part of securing the Group’s long-term sustainability.

The Board sets, and periodically reviews, the ESG Committee’s terms of reference. The Group CFO, who chairs the ESG Committee and is the nominated Board member responsible for sustainability matters, provides a conduit between the Board and the Committee and reports regularly to the Board regarding the Committee’s activities.

The Audit Committee monitors the Group’s management of exposure to climate-related risks as part of its role in overseeing the Group’s overall risk management arrangements. It is also responsible for ensuring that the Annual Report and Accounts and all other public announcements fully comply with relevant laws and regulations and that all such information is presented in a true and fair manner.

### The role of management

The senior managers comprising the ESG Committee are drawn from across the Group’s trading businesses and central functions. They support development, communication and implementation of ESG/sustainability policy and initiatives to promote awareness of sustainability-related risks including climate change. As noted with regard to Staffline’s processes for identifying and assessing climate-related risks (see below), the ESG Committee contributed to an internal risk assessment exercise around climate-related risks. The wider management teams across the business are central to Staffline’s overall risk assessment processes, which consider climate change alongside other business risks.

The Committee also plays a coordinating role in defining metrics and ensuring that data sets used in reporting on ESG/sustainability matters are robust and, where applicable, consistent across the Group.

The management teams within Staffline’s trading divisions are responsible for identifying and realising opportunities to improve the sustainability of the Group’s operations, including delivery of formally defined Carbon Reduction Plans (see page 23 for further information).

## Strategy

### Climate-related risks and opportunities

The risks and opportunities faced by Staffline are both direct (affecting Staffline’s business model, operations and financial position) and indirect (affecting customers’ and clients’ business models, operations and financial position).

Direct impacts are easier to assess but are potentially less significant than indirect impacts, which are likely to manifest differently in terms of nature, scope and timing across the business sectors in which Staffline, and particularly its recruitment businesses, operates.

In the opinion of the Board, Staffline is a low impact business in environmental terms but as part of its commitment to doing business responsibly, it should seek to reduce or eliminate such impacts where it is commercially sustainable to do so.

Staffline has adopted a strategy of positive engagement with stakeholders around ESG/ sustainability matters, including climate change, and will continue to pursue active dialogue with all parties to better understand how their respective requirements are likely to develop in the short to medium term. This understanding will inform the development of the Group’s strategy in the medium term, but the Board believes that neither the Group’s strategy nor its core business model will be materially affected.



## ESG Report continued

The table below summarises the key climate-related risks and opportunities that the Board considers relevant to Staffline and potentially material in nature based on financial impact and/or impact on Staffline’s operating model.

	TCFD category	Potential impacts	Potential severity	Proximity	Staffline response
<b>Direct risks</b>					
<b>Carbon pricing via taxation or other means (e.g. carbon credits)</b>	Transition/ Policy and Legal	• Increased operating costs/reduced profitability	Low to moderate	Short to medium term	<ul style="list-style-type: none"> <li>• Carbon Reduction Plans including offsetting of some emissions</li> <li>• Offset costs by increasing margins where possible</li> </ul>
<b>Climate-driven increases in food and/or energy costs</b>	Transition/ Market	• Increasing wage expectations from employees and workers/ pressure on margins	Low to moderate	Short to medium term	<ul style="list-style-type: none"> <li>• Constant monitoring of pay trends</li> <li>• Ongoing dialogue with customers and clients</li> <li>• Targeted pay increases directed towards lower-paid employees</li> </ul>
<b>Increased regulation, including emissions limits, reduction targets and/or increased reporting</b>	Transition/ Policy and Legal	• Increased operating costs and administrative overheads	Low to moderate	Short to medium term	<ul style="list-style-type: none"> <li>• Ongoing monitoring of regulatory landscape</li> <li>• Use of external advisors to support strategy development and reporting</li> </ul>
<b>Unsuitable properties due to e.g. lack of adequate air conditioning</b>	Physical/ Chronic	• Investment in upgrading or relocating activities	Low	Medium to long term	<ul style="list-style-type: none"> <li>• Compile business case for investment or relocation to remediate unsuitable properties</li> <li>• Revise qualifying requirements for selection of new properties</li> </ul>

**Severity**  
**Low** – Long transition period and/or little or no operational disruption and/or financial impact  
**Moderate** – Medium transition period and/or limited operational disruption and/or financial impact  
**High** – Short transition period and/or high operational disruption and/or financial impact

**Proximity**  
**Short term** – Expected to crystallise within the next three years (FY 2025-2027)  
**Medium term** – Expected to crystallise within the next four to seven years (FY 2028-2031)  
**Long term** – Not expected to crystallise within the next seven years (FY 2032 or later)

	TCFD category	Potential impacts	Potential severity	Proximity	Staffline response
<b>Indirect risks</b>					
<b>Changes in customers’ and clients’ operating models and supply chains, including demand for labour and/or operating locations</b>	Transition/ Market	• Fulfilment challenges (volume, skills and location) affecting time to hire and cost of payroll	Low to moderate	Short to medium term	• Constant communication with customers and clients directed towards developing long-term partnerships beyond simple transactional relationships
<b>Social change affecting customers’ and clients’ attractiveness as places of work if their sustainability performance is seen as deficient</b>	Transition/ Market	• Fulfilment challenges as above	Low to moderate	Short to medium term	• Major customers and clients are predominantly large listed PLCs, private companies or public sector organisations with stated commitments to long-term sustainability
<b>Opportunities</b>					
<b>Operational efficiency through increased focus on sustainability of operations</b>	Resource efficiency	• Cost reduction	–	Short to medium term	<ul style="list-style-type: none"> <li>• Focus on cost base</li> <li>• Active programme to achieve sustainable sourcing</li> </ul>
<b>Increasing inward migration due to climate change in areas outside Europe</b>	Markets	• Increased availability of labour, particularly for blue-collar roles	–	Medium to long term	• Develop strategies to target new labour pools as they emerge
<b>Placement of workers into higher skilled green technology roles in e.g. automotive and construction sectors</b>	Markets	<ul style="list-style-type: none"> <li>• New customers/ revenue streams</li> <li>• Additional volume and/or higher margins</li> </ul>	–	Medium to long term	• Drive business development efforts in potential growth sectors, whether new or adjacent to currently active sectors

### Effect of climate-related risks and opportunities on Staffline's strategic, financial and operational planning

The Group is not a significant producer of greenhouse gases, waste, pollutants or tangible products requiring disposal at the end of their useful life. The Board does not consider climate change a material strategic threat to Staffline but recognises its implications for the overall business environment in which the Group operates.

Staffline seeks to maintain flexibility in its fixed cost base, making use of leased properties and fixed-term employment contracts in cases where permanent roles are not appropriate, such as project-focused roles with a limited duration.

### Business resilience to different climate scenarios

The COVID-19 pandemic in 2020 demonstrated Staffline's ability to respond quickly and effectively to unexpected and far-reaching change while maintaining services to customers and clients. Hybrid or home-based working patterns are now well established across the business, reducing, but not eliminating, dependence on fixed working locations.

The Board believes that different climate scenarios (e.g. a less than 2°C rise in temperatures vs a greater increase) would not lead to materially different direct impacts on the Group's activities and that any impacts would occur over a longer time period than was the case with COVID-19, giving more time to plan and prepare. Work to assess the potential indirect impacts is an ongoing process of engagement with customers and clients to understand their view of climate-related risks, how their activities might be affected and how this might affect Staffline.

A high-level review of the Group's property portfolio has been carried out to identify properties that might be subject to risk of

flooding or could become unsuitable due to lack of air conditioning in the event of a sustained rise in temperatures. Most properties were found to be at low risk of flooding, but some properties were found to be potentially unsuitable at certain times of year and would require either investment in air conditioning or relocation of activities to a more suitable property. Either of these situations will involve both initial outlay and ongoing costs that are likely to exceed current expenditure. An ongoing programme of refreshing individual site business continuity plans, or defining these plans where they are not yet in place, will incorporate consideration of climate-related risks.

### Risk management Identifying and assessing climate-related risks

The ESG Committee sponsored an initial internal risk assessment exercise during 2023 that assessed the proximity and potential severity of climate changes, including increased temperatures, reduced precipitation, rising sea levels, increased frequency of extreme weather events and climate-change driven changes in the regulatory and tax environment. Impacts were assessed in terms of both direct impacts on Staffline and its operations and indirect impacts on customers' and clients' business models and operations, which are inevitably more difficult to predict with any degree of certainty. The nature and level of climate-related risks to the Group is not believed to have changed during 2024 and the Board is satisfied that the Group has limited exposure to climate-related disruption of its supply chain because it is essentially people-based.

Direct impacts were categorised as potentially affecting one or more of the following: Staffline's business model; its operations and operating costs; its employees; or its workers. Indirect impacts were initially considered by customer business sector and potential implications were then mapped to the same broad impact categories as direct impacts.

Climate-related risks are reflected in the Group's risk management process via inclusion within the appropriate component items on the Divisional and Group risk registers. For example, the impact of carbon pricing and/or changes in taxation is considered as part of the overall regulatory environment and compliance risk landscape and impacts on availability of labour are considered as part of service delivery-related risks.

### Managing climate-related risks

The Board recognises the importance of identifying and managing climate-related risks, not least because of the scope and enduring nature of these risks and the opportunities for competitive advantage they may create. However, the Board regards climate-related risks as an integral part of the overall risk environment within which the Group operates and believes that risk management processes should address risk via an integrated approach that supports efficiency and effectiveness and reduces opportunities for conflict between risk management activities.

### Climate-related risks and Staffline's risk management approach

Climate-related risks have historically been reflected within the relevant component

items on Divisional and Group risk registers, such as regulatory/taxation risk and service offer and delivery risk, which incorporates unpredictability of short- and longer-term customer demand in the recruitment businesses. This reflects multiple factors, including changes in labour supply due to climate-related migration, changes to customers' and clients' business models, such as increased automation in food and retail logistics and the effect of future carbon pricing regimes on the aviation sector.

Staffline's recruitment businesses in particular are exposed to fluctuations in demand for temporary labour driven by changing demand for their customers' products and services, most notably in the food and retail sectors, but also in sectors such as automotive and aviation.

It is not possible to produce accurate long-term forecasts of future demand beyond broad market trends, which are affected by many factors other than, and more significant than, climate change. All the Group's trading businesses maintain close relationships with their customers and clients to review current and emerging trends and provide appropriate flexibility with business plans, both operational and financial.

Area	Actions
<b>Climate-related risks</b>	<ul style="list-style-type: none"> <li>Continue engagement with customers and clients</li> </ul>
<b>Reducing our impact</b>	<ul style="list-style-type: none"> <li>Continue regular review of Carbon Reduction Plans</li> <li>Maintain extended ISO 14001 accreditations</li> <li>Review opportunities identified by Compliant Energy Audits</li> <li>Further extend use of renewable energy at source</li> <li>Promote availability of hybrid and electric vehicles through salary sacrifice car schemes</li> <li>Ongoing assessment of offsetting schemes</li> </ul>
<b>Reporting our performance</b>	<ul style="list-style-type: none"> <li>Extend Scope 3 emissions data gathering</li> </ul>

## ESG Report continued

### Metrics and targets

#### Climate-related metrics

Measurement of Scope 1 and Scope 2 greenhouse gas (“GHG”) emissions is now well-established within the Group, with monitoring and reporting arrangements over current emissions for the sources included in Scope 1 and Scope 2 of the GHG Protocol now embedded.

A detailed review of the GHG Protocols and technical guidance was completed during 2024 and the Group has documented its assessment of Scope 3 categories that it considers to be in scope in the context of its business operations. Development of Scope 3 emissions monitoring has continued and data gathering has broadened in scope compared to prior years to include employee commuting.

#### Energy and carbon reporting

At Staffline, we place great importance on the role we play in helping to protect the environment surrounding us and we recognise that our environmental responsibilities are integral to our business.

We aim to fulfil these responsibilities through our actions and our corporate policies, supported by ISO 14001 (Environmental Management Systems) Standard certification which, from early 2025, now covers the Staffline Recruitment GB, Brightwork and Omega businesses as well as Datum RPO, which has held this certification for some time.

The data in Table 1 and Table 2 details emissions and energy usage across all large UK entities in the Group. Energy usage by subsidiaries outside the UK is not in scope for this report and is therefore excluded. Reported net total UK emissions in 2024 were 4,225.04 tCO<sub>2</sub>e, which is higher than previous years due to the addition in 2024 of further Scope 3 emissions data including employee commuting.

The methodology used to calculate our emissions is based on the Streamlined Energy and Carbon Reporting (“SECR”) guidelines and has been calculated using the revised carbon conversion factors published by BEIS for each of the years noted. These disclosures are made in accordance with SECR guidelines.

We have continued the Scope 3 emissions data gathering process for categories 5 (Waste Generated in Operations), and 6 (Business Travel). During 2024, we have introduced categories 4 (Upstream Transportation and Distribution), and 7 (Employee Commuting), which includes all methods of travel and considers emissions for hotel use. Action plans are in place to prioritise category 1 (Purchased Goods and Services) data collation using the spend-based method, and to strengthen the category 5 data with greater coverage across our estate.

Salary sacrifice car schemes are in operation in Recruitment GB and for Northern Ireland employees only in Recruitment Ireland. The Recruitment GB scheme offers a full range of vehicles including electric and hybrid vehicles whereas the Recruitment Ireland scheme offers only electric and hybrid vehicles. We expect the take-up and general use of electric and hybrid vehicles to increase over time.

The Group’s trading divisions all have a Carbon Reduction Plan either in place or under development. These plans detail the division’s carbon footprint and confirm the business’s commitment to achieving Net Zero by 2050. Plans will be reviewed and updated in early 2025 to reflect 2024 usage data and in-year initiatives and activities that have been under way or are proposed for 2025.

**Table 1 – UK emissions in metric tonnes CO<sub>2</sub>e**

	2024	2023	2022
<b>Group total – Scope 1 (Gas)</b>	<b>195.56</b>	514.50	256.82
Staffline Recruitment Limited	<b>103.47</b>	217.08	114.58
Staffline Recruitment (NI) Limited	<b>3.09</b>	0.29	0.00
PeoplePlus Group Limited	<b>89.01</b>	297.13	142.25
<b>Group total – Scope 2 (Electricity)</b>	<b>197.39</b>	355.23	572.10
Staffline Recruitment Limited	<b>86.48</b>	137.00	154.44
Staffline Recruitment (NI) Limited	<b>34.14</b>	34.34	47.04
PeoplePlus Group Limited	<b>76.77</b>	183.89	370.62
<b>Group total – Scope 3 (Partial only)</b>	<b>4,049.58</b>	521.41	606.01
Staffline Recruitment Limited	<b>1,742.73</b>	340.49	332.35
Staffline Recruitment (NI) Limited	<b>51.49</b>	45.11	39.72
PeoplePlus Group Limited	<b>2,255.36</b>	135.81	233.94
<b>Total emissions</b>	<b>4,442.54</b>	1,391.14	1,434.93
<b>Total carbon offset</b> (see Notes below)	<b>217.50</b>	322.29	242.70
<b>Net total emissions</b>	<b>4,225.04</b>	1,068.85	1,192.23
<b>Efficiency ratio – Scope 1 and Scope 2</b>			
<b>Number of employees</b> (see Notes below)	<b>1,485</b>	1,604	1,763
<b>Average emissions per employee (before offset)</b>	<b>0.26</b>	0.54	0.47
<b>Efficiency ratio – Scope 3</b>			
<b>Number of employees</b> (see Notes below)	<b>2,187</b>	1,604	1,763
<b>Average emissions per employee (before offset)</b>	<b>1.93</b>	0.33	0.34

Notes: 2022 offset adjusted by +8.76 tonnes CO<sub>2</sub>e and 2023 offset adjusted by -71.35 tonnes CO<sub>2</sub>e following data review and reconciliation exercise conducted with the Group’s partner organisation during 2024.

2024 Scope 3 employee count reflects PeoplePlus Justice division employees whose commuting data was not captured and reported in previous years. These employees create no Scope 1 and Scope 2 emissions reportable by Staffline.

**Table 2 – UK energy consumption in kWh**

	2024	2023	2022
<b>Group total – Scope 1 (Gas)</b>	<b>1,071,384</b>	2,798,188	1,396,761
Staffline Recruitment Limited	<b>566,843</b>	1,180,638	623,133
Staffline Recruitment (NI) Limited	<b>16,919</b>	1,592	0
PeoplePlus Group Limited	<b>487,622</b>	1,615,958	773,628
<b>Group total – Scope 2 (Electricity)</b>	<b>963,214</b>	1,523,661	2,453,895
Staffline Recruitment Limited	<b>422,005</b>	587,609	662,432
Staffline Recruitment (NI) Limited	<b>166,607</b>	147,306	201,775
PeoplePlus Group Limited	<b>374,602</b>	788,745	1,589,688
<b>Total consumption</b>	<b>2,034,598</b>	4,321,849	3,850,656
<b>Efficiency ratio</b>			
Number of employees	<b>1,485</b>	1,604	1,763
Average consumption per employee	<b>1,370.10</b>	2,694.42	2,184.15

**Carbon offsetting**

Working with our partner organisations, PeoplePlus introduced a carbon offsetting scheme in 2022, and we are delighted to confirm that this initiative has continued in 2023 and 2024. To date, a total of 3,523 trees have been planted, offsetting a total of approx. 650 tCO<sub>2</sub>e.

Making the switch to green (renewable) energy at source continues to form part of our strategy to reduce our carbon emissions, as set out in our Carbon Reduction Plans. We've already made a great start, with 53.48 tCO<sub>2</sub>e being offset during 2024. This important work will continue in 2025 and on an ongoing basis.

**Landfill avoidance**

All our confidential waste paper and general waste from some of the Group's office locations are managed responsibly and recycled wherever possible.

In addition, working with our trusted partner organisation we ensure that all waste electrical and electronic equipment ("WEEE") is processed with Best Available Treatment, Recovery and Recycling Techniques ("BATRRRT"). Refurbishment and reuse of equipment is prioritised over any other option and when this is not possible, all waste items follow whichever of the pathways below is appropriate, with none of our equipment going directly to landfill or standard waste disposal sites.

Following initial data sanitisation and removal of any identifying stickers/tags, items are processed as follows:

**Successfully sanitised working or broken items of sufficient ongoing value:**

Various types of WEEE are repaired, refurbished or dismantled so that the whole item, or parts of it, can be reused for their original purpose or recovered.

Items are cleaned, tested, repaired and graded before being listed for resale through our partner's consumer, reseller and refurbishment sales channels.

Any faulty parts that are removed or replaced are processed as below.

**Working or broken items with little value:**

If kit is of minimal value, or where the costs of repair/refurbishment outweigh the ongoing value, items are forwarded to an Approved Authorised Treatment Facility ("AATF") partner. This kit is stripped down, dismantled and shredded or otherwise destroyed. All shredded/destroyed items are split down and filtered into their core materials which are in turn forwarded to various refiners for ongoing re-use.

**Mixed WEEE and faulty/scrap items:**

These items are separated upon receipt by our partner before being sent off to the relevant AATF recycling partner for splitting down as noted above. All items, including cables, power packs etc. are stripped of plastic coating to retrieve internal metals.

<b>Landfill avoidance 2024 (Tonnes)</b>	
Electrical and electronic waste	2.81
General waste	15.01
Paper waste	7.78
<b>Total</b>	<b>25.6</b>

## ESG Report continued

### Responsible partnering

Working with responsible businesses is a continuing key priority for Staffline, as we want to ensure that our partners share our commitment to helping to protect the environment.

Our work with partner/supplier organisations to introduce new and/or stronger reporting arrangements to support our Scope 3 reporting continues and will be further strengthened with the introduction of the Staffline Supplier Code of Conduct during 2025.

### Energy Saving Opportunities Scheme (“ESOS”)

Staffline is committed to working with the UK Environment Agency and continuing to comply with the Energy Saving Opportunities Scheme, the third phase of which has taken place during 2023-2024.

During 2024, the Staffline Recruitment GB and PeoplePlus businesses were both subject to independent ESOS Compliant Energy Audits in accordance with ESOS Phase 3 regulations. Both audits were completed successfully with some suggestions for energy saving opportunities which will be considered as part of our Carbon Reduction Plan review arrangements. Audit reports have been shared with the UK Environment Agency during 2024 and we have advised that our existing internal action plans and commitments will continue to be progressed and considered a priority.

### EcoVadis Silver Rating

EcoVadis is the world’s largest sustainability ratings provider, with over 100,000 companies rated, and these ratings give companies a holistic view of their sustainability performance, enabling them to assess and share their current performance and what they have to do to improve. Our Staffline GB and Datum RPO businesses have achieved and maintained the EcoVadis Silver Rating, and our scores in 2024 place us in the top 15% of audited UK businesses for sustainability.

### Climate-related targets and performance monitoring

Carbon Reduction Plans are not mandatory for Staffline Recruitment Limited, but a plan was developed during 2023 to set out a commitment to achieving Net Zero by 2050. The plan is updated annually to reflect actual activities and emissions performance against the 2022 “baseline” year.

Carbon Reduction Plans are similarly not mandatory for PeoplePlus, but some government contracts require such plans to be in place. Prime contractors have also devolved this requirement where PeoplePlus is operating as a second tier provider (e.g. the Department for Work and Pensions Restart programme). A plan was therefore developed during 2023 and has been updated annually since.

Activities to support achievement of carbon reduction targets include:

- Setting, monitoring and achievement of annual environmental objectives;
- Maintenance of ISO 14001 Standard certifications and extension of this certification where it is not already in place;

- Extension of data capture and reporting to include all applicable Scope 3 emissions;
- Recycling initiatives covering most business locations and continuing awareness campaigns;
- Waste management controls in place at most business locations;
- Active monitoring of business mileage and promotion of alternatives;
- Carbon offsetting projects/initiatives; and
- Increased efforts to transition energy supplies to renewable sources.

Greenhouse gas emissions data is collated and reported annually, providing the key metric by which Staffline judges its progress towards achieving its stated targets.







## Doing business in a responsible way.

Staffline regards sound governance and doing business in a responsible way as fundamental to the way the Group operates.

This approach is endorsed by the Board and cascaded through the business via the policies, values and working practices that are in place, which may be standard across the Group or, where appropriate, are tailored to individual divisions. Key aspects of Staffline's approach are summarised here.

### Governance

Significant effort has been put into strengthening divisional control environments, particularly around accounting and finance, over recent years and all senior finance staff within the Group and Divisional teams are professionally qualified. Ongoing investment in operational and financial management information systems within Recruitment GB is supporting continuous improvements in data quality and providing increased insight into the business at a detailed level.

Financial reports undergo multiple levels of review including variance analysis as part of month-end processes and material balances. External reporting and announcements of financial results are subject to external audit.

Legal and regulatory risk, including both compliance with existing legislation and the potential impact of future developments, is a standing item on Divisional and Group risk registers. The Group makes use of a panel of legal firms to provide advice when required and membership of trade bodies enables participation in consultations regarding future legislation and regulation.

Professional services firms provide regular updates on regulatory developments and are engaged to deliver specific pieces of work. Divisional Compliance teams undertake compliance monitoring work and, where appropriate, provide both specialist support with investigations and general support to promote awareness and understanding across Staffline's operations.

Both Recruitment GB and PeoplePlus are ISO 9001 accredited, meaning that management systems have been subject to regular independent audit.

Key policies are reviewed annually by the Board or appropriate Board sub-committees and employees are provided with training to ensure awareness of policies and Staffline's commitment to ensuring compliance. Completion of mandatory training is monitored, with any non-compliance escalated to line managers.

Whilst the Board delegates responsibility for oversight of policy implementation to the Chief Executive Officer, day-to-day operational responsibility is delegated to management at specific locations or within specific functions.

The Group does not, as a matter of stated policy, make political donations and a formal policy covering donations and sponsorships is in place.

### Responsible business

Staffline operates a zero-tolerance approach to unethical behaviour. The Group has defined clear policies on health, safety and environmental matters and prevention of fraud, bribery, money laundering, facilitation of tax evasion, modern slavery and other ethics-related areas. These are supported by the Group Whistle-blowing Policy, which covers all employees and by the separate "Speakup" process for temporary workers within Recruitment GB. Appropriate monitoring including periodic audits and reporting on whistle-blowing reports to the Audit Committee is also in place.

Parts of Recruitment GB and Recruitment Ireland's activities are overseen by the Gangmasters and Labour Abuse Authority ("GLAA"), which conducts regular checks on working conditions and payment practices to ensure workers are not being exploited. Staffline also maintains a clear zero tolerance position in relation to modern slavery. All permanent staff are provided with training on how to spot potential indicators of labour exploitation and the Recruitment businesses work proactively with regulatory bodies and the police.

Brightwork, Recruitment GB's Scottish business, has played a leading role in the creation of Scotland Against Modern Slavery ("SAMS"), a joint initiative with the Scottish Government and Police Scotland aimed at raising awareness of human trafficking and labour exploitation within the business community.

Staffline handles large volumes of both employees' and temporary workers' personal data and maintaining the security of this information is vital to the Group's reputation.

Cyber security is a high priority for Staffline so systems are constantly monitored, and all employees are provided with regular awareness training to reduce the risk of data loss or leakage. Clear processes and reporting lines are in place for use when a potential or actual data breach is identified.

The Group seeks independent accreditation of its processes and practices where it is appropriate to do so. In addition to Recruitment GB's ISO 14001 certification and EcoVadis Silver accreditation mentioned elsewhere, preparatory work for ISO 27001 and Cyber Essentials Plus accreditations is under way with a view to securing accreditation in early 2026. Recruitment Ireland achieved Cyber Essentials Plus accreditation in late March 2025.

### Diversity

The Board is committed to supporting diversity within the Group's workforce and ensuring that discrimination has no place in hiring, promotion or termination decisions. Staffline endeavours to treat everyone fairly in relation to job applications, training, promotion and career development.

The size of the Board is not expected to increase beyond the current five members but ensuring appropriate diversity will be a key consideration in any future Board appointments.

**Staffline**

Group PLC

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