

The cornerstone of our ESG strategy

Our materiality assessment, conducted in 2022 by a specialist ESG consultancy, was commissioned to inform the development of our new ESG strategy by helping us understand stakeholder perceptions of the Group and identify the ESG issues that most impact our business and reflect the areas of ESG where we can have the greatest impact.

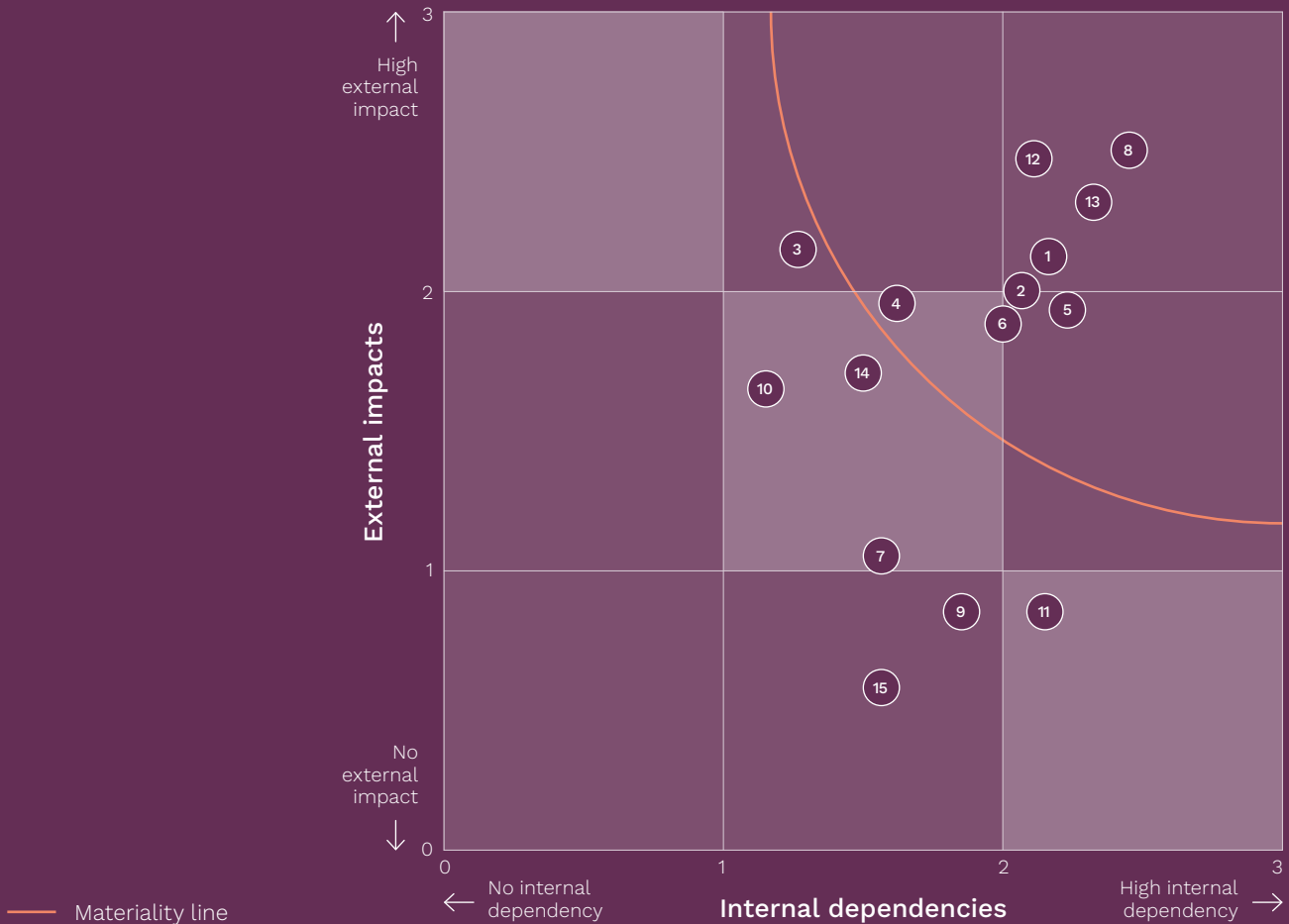
Materiality Assessment

Designed to identify the building blocks of a robust ESG strategy, the materiality assessment took a double materiality approach looking at both material issues that impact our business as well as the components of our business that have an impact on the economy, environment and people.

The materiality assessment was comprised of a peer review, to uncover a long list of material issues for the recruitment industry and the Group, together with primary research in the form of surveys and interviews with internal stakeholders across a variety of roles. This led to the creation of the materiality matrix, which contains the issues most pertinent to the Group in 2023 and 2024. This formed the cornerstone of our new ESG strategy.



Material ESG issues



Materiality line

Issues with high internal dependency and external impact above the materiality line are deemed most material. They are marked in bold.

Material issue

- 1 **Candidate recruitment and placement**
- 2 **Changing market dynamics**
- 3 Charity and community engagement
- 4 **Climate change**
- 5 **ED&I**
- 6 **Employee wellbeing**
- 7 Environment
- 8 **Ethics and responsible business**
- 9 Health and safety
- 10 Human rights
- 11 Impact of services
- 12 **Information security**
- 13 **Employee engagement, acquisition and retention**
- 14 Risk and crisis management
- 15 Supply chain

Internal dependencies

- Responding to a sustainable world of work
- Supporting our communities
- Reducing our environmental impact
- Enhancing our ED&I initiatives
- Engaging our workforce
- Reducing our environmental impact
- Being a responsible business
- Responding to a sustainable world of work
- Being a responsible business
- Engaging our workforce
- Being a responsible business