



amberjack

Building a Sustainable Future:
Our ESG Strategy for Long-Term Impact

Our ESG Strategy for 2030

Our mission is to redefine the talent acquisition and development landscape, creating equitable opportunities that empower individuals to showcase their potential. We are committed to enabling a future where every employer can reach and engage talent, where every candidate, regardless of background, is empowered to find their ideal career path and be supported to succeed. This mission drives us to have a positive impact on people and our society, however we are also conscious for that long-term success we need to operate as a responsible business.

This strategy outlines our approach to addressing the most pressing ESG issues relevant to our business. From minimizing our environmental footprint and promoting social equity and driving positive societal change – all underpinned by effective and robust governance - we will continually refine our approach to ensure we contribute positively to the world around us.



We have focused our commitments across the 3 areas where we have the greatest impact: our planet, our people and our platform.

| | Our Planet | Our People | Our Platform |
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| | <i>Playing our role in the transition to a low carbon economy</i> | <i>Driving positive outcomes for all our people and communities</i> | <i>Enabling positive impact through our services</i> |
| Our Commitments | <ol style="list-style-type: none"> 1. Becoming net zero by 2050 or sooner. 2. Achieving 90% reduction in our Scope 1 & 2 emissions by 2035. 3. Setting a Science Based Target via SBTi. 4. Improving office energy efficiency. 5. Achieving a 10% increase in waste being recycled (using 2023/2024 waste data as baseline). | <ol style="list-style-type: none"> 1. Supporting local young people through developing programmes of readiness for work skills & work experience opportunities, increasing the hours offered by 50% over the next 2 years. 2. Continuing to support opportunities for those entering the workplace by offering internal apprenticeship, graduate & Industrial Placement opportunities providing a minimum of 5+ every year; in supporting our Early Talent cohort with their ongoing growth & development, we will deliver a minimum of 20 hours of learning & development sessions per person in 2024/2025. 3. Supporting the financial well being and security of our employees through annual pay reviews, and becoming an accredited Living Wage Employer by 2026. 4. Becoming a Disability Confident Committed employer in Q1 2025 in and Disability Confident Employer by 2026. 5. Offering opportunities for volunteering through our values day initiative – increasing uptake of volunteer hours by 25% in 2024/2025. | <ol style="list-style-type: none"> 1. Increasing the number of students directly supported on campus to 2,500 by September 2025. 2. Increasing average client conversion rate from application to offer for Black Heritage to 5% by September 2025. 3. Increasing average client conversion rate from application to offer for lower socio-economic background candidates to 10% by September 2025. 4. Increasing the data and insights we provide to our clients and prospects and increasing engagement to +500 organisations by September 2025. <p>* Note that these targets are based on annual recruitment season Sept 24 – Sept 25.</p> |
| Governance – robust and effective governance will enable us to deliver on our commitments | | | |

Our Planet

As an organisation we are committed to minimising our impact on the planet to help protect it for future generations.

Over the last year we have been working hard to understand our carbon footprint by calculating our Scope 1 & 2 emissions and taking steps towards calculating our Scope 3 emissions, which is likely to be where most of our impact sits. We've implemented processes to capture this data more readily moving forward.

We have already taken proactive steps to reduce our market based Scope 2 emissions by switching our office's electricity provider to one with 100% renewable electricity. We have also rolled out mandatory annual environmental awareness training to our employees to increase understanding of environmental issues and how we can all contribute to reducing our environmental impact through our day to day behaviours at work.

Setting our science-based target and working towards reducing our carbon footprint

Over the next year we plan to build on the work we started in 2023/2024 by focussing on setting a science-based target, as part of our goal of reducing our Scope 1 & 2 emissions by 90% by 2035 and achieving net zero by 2050, or sooner. We aim to achieve this by:

- Continuing our work to calculate our Scope 3 emissions and identifying the key areas we will target for improvement.
- Aim to achieve improvements in the environmental performance of our supply chain, undertaking regular evaluations of our suppliers, and participating in collaborative initiatives to support decarbonisation across our supplier base.
- Continuing to develop environmentally focussed training and awareness activities with our employees
- Switching our gas supplier to carbon offset gas as a preliminary step as we research longer term alternatives.
- Complete a waste audit of our premises in order to shape our plans for recycling awareness campaigns and to identify any waste types we can look at recycling moving forward.

Office energy efficiency & improving waste disposal

In the next year we will identify areas to target that will help us to reduce our office energy consumption by considering and researching improvements to our office lighting through initiatives such as installing occupancy sensors and switching to LED lighting in working areas. We will be working to increase employees' awareness around office waste and, more specifically, single use plastics and recycling, taking other practical measures such as increasing the number of recycling bins in working areas to improve the % of office waste being recycled.

Our People

As specialists in early talent recruitment and development, we are passionate about supporting all our employees, both those that are new to the world of work and also more experienced members of the team.

Over the next year we are looking to further develop and extend our work experience programme, supporting local young people in developing readiness for work skills by working closely with local schools and exploring partnerships with other organisations.

We prioritise the well-being and development of employees as a core component of our approach to ESG. We work hard to provide a positive, inclusive working environment where all our people feel they can be their true self, identifying and developing their potential.

Inclusive Workplace:

In addition to fostering a diverse and inclusive culture that values every individual and ensuring equal opportunities for all employees, we will continue our programme of DE&I awareness activities and training throughout our business. As an employer committed to diversity & inclusion in the workplace, we plan to sign up to the Disability Confident scheme in the UK, firstly by achieving Level 1 by Q1 2025 and then working towards achieving Level 2 (Disability Confident Employer) by 2026.

Supporting Young People:

Over the next year we are looking to further develop & extend our work experience programme, supporting local young people in developing readiness for work skills by working closely with local schools and exploring partnerships with other organisations. We are aiming to increase the number of hours we offer by 50% over the next 2 years.

We are also committed to offering early talent opportunities via our own Apprenticeship and Industrial Placement schemes; with these we support the personal development of soft skills through bespoke regular L&D sessions. For 2024-2025, we will be expanding out our schemes across our different business areas to offer a minimum of 5 full time early talent opportunities every year; furthermore, we intend to deliver a minimum of 20 hours learning & development support per person in each cohort.

Employee Development:

We invest in continuous learning and career advancement through training programs, mentorship, and leadership initiatives. Our performance empowerment process supports regular conversations between our people and their managers about their performance in role and development; we provide professional qualification support relevant to people's job role and a mentoring scheme open to everyone in the organisation.

Health and financial well-being:

We promote a healthy work-life balance with comprehensive wellness programs, mental health resources, and flexible working arrangements. We are also very aware of the challenges the cost of living can bring to everyone and with that in mind do our best to support our people's financial wellbeing through several measures. Our annual pay review process incorporates local salary benchmarking and the rate of inflation to ensure appropriate pay increases; we intend to become an accredited Living Wage Employer by 2026. In addition to annual pay reviews, we provide a range of benefits that assist with day-to-day expenditure such as a health cash plan and access to a wide range of retail discounts; our comprehensive employee assistance programme offers a wealth of different resources including financial wellbeing advice.

Engagement and Feedback:

We actively seek employee feedback through surveys and forums to enhance engagement and address concerns, creating a responsive and supportive environment.



Impact - Our Platform

In an increasingly digital and competitive landscape, recruitment technology is poised to be a key driver of success in talent teams and their organisations. By leveraging advanced tools including AI candidate screening, automated workflows, and data analytics, businesses can streamline their hiring processes, enhance decision-making, and improve candidate experiences. As companies grow and evolve, the ability to attract and retain top talent will be more crucial than ever.

Our proprietary recruitment technology has been supporting students access their future careers for over two decades. It enables clients to identify the right candidates more efficiently, reducing time-to-hire while ensuring a better fit between the company and its future workforce. Each year the Amberjack Volume Hiring Platform supports organisations to manage over half a million candidates to find their perfect role and we are committed to implementing technological advancements to support inclusive hiring practices and offer our clients market-leading recruitment technology enabled solutions.

We execute a diversity first approach across the entire lifecycle of our campaigns and where possible have embedded inclusive hiring practices in all our products and solutions to ensure an enhanced experience and outcomes for ethnically diverse students and those from lower socioeconomic backgrounds. These include:

- Time recorded instead of time restricted assessments
- Candidates able to select their own preferred test format
- Compatible with all screen reading devices and accessibility tech
- Adjustments for colour blindness
- Inbuilt diversity reporting
- Multi-culture representation in assessment items
- No reliance on idioms
- No culturally sensitive content
- Pre-set adjustments for neurodiverse applicants

Automation across the process also removes opportunities for bias and allows advanced personalisation for higher engagement and application completion rates. We are proud to adhere to British Psychological Society standards (BPS) and share this practice with our clients.

Our online blended assessment has been supporting our clients to ensure that no candidates face unnecessary barriers throughout the process. Historically, most employers used a 'hurdled' approach to assessment. This is a multi-stage process using a series of unrelated assessments to try and gauge a candidate suitability for a role. Our blended approach combines situational judgement, cognitive and behavioural items into one overall assessment which allows our clients to gain a much more holistic view of candidates and removes bias. Encouraging our clients to adopt this approach, as well as using blended assessments for our recruitment purposes will enable us to continually improve conversion rates for individuals from under-represented groups.



Our ESG Working Group has been formed to take forward our strategy. The group is comprised of senior managers and colleagues from across our business who have relevant operational knowledge, are passionate about ESG matters.

The ESG Working Group meets formally once a quarter to discuss progress on delivering our commitments aligned with each pillar, to share ideas, opportunities and risks, to review and reassess any short, medium and long term ESG targets and commitments.

The Group engages with the wider business through a range of activities such as monthly business briefings, office-based activities to drive awareness of practical initiatives (for example in managing waste and encouraging energy efficiency) and regular communication to encourage participation and drive engagement.

On a quarterly basis, the Group includes an update report in Amberjack's Board of Directors formal board papers on the progress made against our ESG commitments.

Company policies & annual business compliance training

A range of company policies underpin our ESG strategy and our general business operations in line with the scope and growth in business activities and the associated risk profile of the business. They are formally reviewed on an annual basis, as a minimum, and are updated in real time to reflect any changes in legislation or as a result of from changes in the business including any changes resulting from the delivery of our ESG strategy.

All new employees of the company are required to complete annual training across a variety of subject matters including Environmental Awareness, Diversity & Inclusion, Mental Health, Harassment and a range of business compliance areas such as Data Protection, Anti-Bribery and Whistleblowing. All existing employees attend annual refresher training courses, either by way of group meetings or through a dedicated online training platform which will include a scored assessment of their understanding of the training; any member of staff that does not achieve the required pass mark is required to attend a further training course in order to reach a sufficient understanding of the subject.

Being ISO 27001 certified demonstrates our commitment to information security, aligning with ESG principles by ensuring the protection of sensitive data and fostering trust with stakeholders.





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