

Acacium Group Responsible Business Report 2025

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A word from our CEO



It is a pleasure to share our latest Responsible Business report, reflecting on the progress we made in 2025 as we continued in our mission to improve people's lives, shaped not only by the staffing capabilities and services we deliver but by the standards we hold ourselves to every day.

Across our markets, 2025 remained a challenging year. Healthcare systems continue to face sustained pressure, from workforce shortages, rising demand and the need to deliver more within financial constraints. At the same time, the expectations of organisations leading these systems continue to increase. Clients are rightly placing greater value on social impact, as well as on the rigour, accessibility and consistency with which services are delivered. In this environment, responsible business is not a separate agenda; it is fundamental to building trust, delivering quality and supporting healthcare systems sustainably.

As a global healthcare delivery partner, our role spans the full pathway from clinical research through to palliative care. In 2025, we continued to bring together our workforce, managed services and life sciences capability to support health economies, including large-scale delivery of initiatives such as community lung cancer screening programmes in the UK, alongside longer-term workforce solutions across the United States and Australia. We are increasing access, improving efficiency and enabling more sustainable healthcare systems.

We also took important steps to strengthen how responsible business is embedded across our Group. Our revised Code of Business Conduct sets a clear expectation for how we work with each other and with our clients. It reflects a shared responsibility to act with integrity and respect, to support each other, take ownership, foster inclusivity, challenge constructively and speak up when something is not right.

Alongside this, we brought together our existing activity to launch a single Group Responsible Business Network, creating greater consistency across the organisation and connecting colleagues driving change across our different markets, building momentum in a more joined-up way.

That progress is reflected in what we delivered across the year. We generated more than £7 million in social value in the UK, continued to invest in learning and development across our global workforce and made further progress towards our net zero ambition through changes to how we operate day-to-day. None of this would be possible without the commitment and energy of our colleagues across the Group.

Our ambition is to set the standard for best quality at the right price, delivering workforce, managed services and life sciences capability that meet the highest standards while remaining sustainable for our clients. We focus on providing safe, compliant, high-quality staffing capabilities and services that drive long-term value. Responsible business underpins that, shaping how we operate, strengthening trust and ensuring we deliver consistent, lasting impact.

There is more to do, but I am proud of the progress we made in 2025. We will continue to build on this in the year ahead, with a clear focus on further strengthening our positive impact across people, communities, sustainable operations and governance.

Mike Barnard

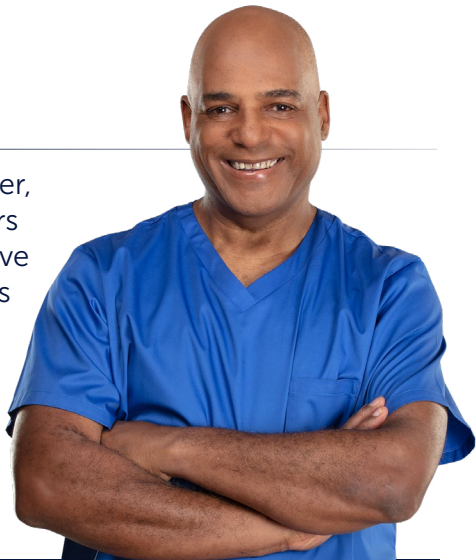
About Acacium Group

We are a leading global healthcare delivery partner. With over 40 years of experience and a global footprint, we improve people’s lives through expert healthcare, social care and life sciences.

By combining access to workforce, technology and sector expertise, we increase the sustainability of the global healthcare system, from early-stage clinical research right through to palliative care. Our market-leading services are tailored to the needs of each client across three distinct areas of expertise:

Global health and social care workforce

As a leading global healthcare delivery partner, we empower health and social care providers with tailored workforce solutions that improve efficiency, reduce costs and ensure seamless patient care. From urgent, last-minute requirements to longer-term workforce planning, we use leading technology and analytics to deliver effective workforce services with precision, agility and rigour.



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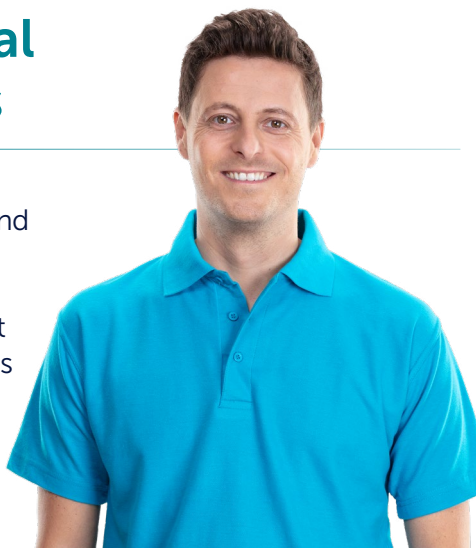
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Global health and social care managed services

Empowering healthcare providers with innovative solutions, we enhance capacity and capability across the entire patient pathway. By combining technology, data-led insights, clinical governance and access to our expert workforce, we deliver flexible clinical services that improve patient outcomes. Whether digitally, in the community, or within acute settings, our solutions adapt to evolving healthcare demands.



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Global life sciences

Supporting organisations across the entire clinical trial lifecycle, we enable faster innovation and streamline operations from discovery to approval, manufacturing and commercial expansion. Our expertise spans the pharmaceutical, medical device and medical technology sectors, helping clients scale for growth as they move from research to bringing products to market.



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Purpose and values

We exist to improve people’s lives through expert healthcare, social care and life sciences.

Our values inform everything we do; from the way we deliver our services and partner with clients to how we engage our people. We are proud to be a company committed to the human side of business.

Driven by excellence

Passionate and ambitious, delivering with integrity.

Putting people first

People’s wellbeing is our priority. For the people we care for, the people we work for and the people who work with us.

Always by your side

Action when you need it, constant and reliable.



Our purpose in action

At Acacium Group, we recognise that our existence extends beyond generating profit.
Our core purpose is to improve people’s lives through expert healthcare, social care and life sciences.



2025 figures

Our purpose in action

Delivering lung cancer screening at scale

Supporting early diagnosis and improved access

In 2025, Xyla continued to work in partnership with Alliance Medical to deliver the community lung cancer screening programmes across South Yorkshire and Bassetlaw, Lancashire and South Cumbria, and Shropshire. Mobile units in community locations address health inequalities and enable convenient Lung Health Checks and low dose Computed Tomography (CT) scans, helping increase uptake among underserved communities.

Impact

- **48,610** Lung Health Checks delivered, with more than **40,000** low dose CT scans
- **763** cancers detected, including **266** lung cancers, mostly at early-stage enabling earlier treatment and an improved survival rate
- Uptake among previous non-responders in Bassetlaw rose by **10%**; **22%** booked after GP endorsed messages
- Strong engagement across sites, including **65%** progressing from invitation to screening in Fylde and Wyre
- More than **97%** patient satisfaction
- **35,000+** appointments coordinated and **28,000** patient queries resolved, with a non-attendance rate of less than **4%**



Community lung cancer screening unit in Sheffield

Our purpose in action

Shifting the focus from treatment to prevention in diabetes care

Supporting early intervention and behaviour change across England

In 2025, Xyla delivered the Healthier You: NHS Diabetes Prevention Programme across 15 Integrated Care Boards (ICBs), supporting those at high risk of type 2 diabetes to make sustainable lifestyle changes. The programme combines face-to-face, digital and remote delivery, improving access for diverse and underserved populations.

Referrals come from primary care and self-referral, with tailored support for people with pre-diabetes or a history of gestational diabetes. Delivery is led by qualified Health and Wellbeing Coaches, supported by a multidisciplinary team to ensure a consistent, evidence-based approach.

Flexible delivery, including community-based and digital options, helps people access support in ways that fit around their lives, improving engagement and retention.

Impact

- **850,000+** referrals received since programme launch in 2016
- Around **10,000** referrals received each month
- **1,680** face-to-face groups delivered annually
- 13-session programme delivered over nine months, supporting sustained behaviour change
- Delivery across **face-to-face, app-based and live online formats**, including multilingual and accessible provision

"Our coaches work closely with participants to overcome barriers to change and build healthier habits that last. This achievement also reflects the contribution of our wider teams, from referrals and patient support to operations, delivery leads and our multidisciplinary team, as well as the partnerships we have with primary care and Integrated Care Boards."

Naomi Jones

Head of Diabetes Services, Xyla



Anna Lycett, Engagement Officer at Northallerton Council Health Fair

Our purpose in action

Improving engagement and outcomes through integrated psychological support

Supporting diabetes remission through holistic care

In 2025, Xyla partnered with West Yorkshire Integrated Care Board to deliver Empower, a six-month pilot programme designed to provide targeted psychological support alongside the NHS Type 2 Diabetes Path to Remission programme.

Empower was developed to address the psychological challenges that can affect engagement in diabetes care. Using a light-touch, cognitive behavioural therapy-informed model, the programme provided timely mental health support at key stages of the remission pathway, helping individuals manage barriers such as anxiety, low motivation and fear of relapse.

Participants received personalised support through one-to-one sessions delivered by psychological wellbeing practitioners, with flexible access via phone or video. This approach complemented existing services, strengthening the connection between physical and mental healthcare and supporting a more joined-up model of care.

Impact

- Over **200** referrals received, with strong uptake across the programme
- **328** psychological support sessions delivered
- **67%** six-month retention for Empower participants, compared to 50% without support
- **100%** completion of the '**Total Diet Replacement**' stage for supported participants, compared to **78%** without support
- **97%** of participants reported **improved diabetes management**, with **90%** reporting **improved psychological wellbeing**

328

psychological
support sessions
delivered

97%

of participants
reported
improved diabetes
management

90%

of participants
reported improved
psychological
wellbeing



Our purpose in action

Expanding access to neurodevelopmental assessment and support

Supporting timely Attention-Deficit/Hyperactivity Disorder (ADHD) and autism diagnosis

In 2025, Xyla launched a private-pay ADHD and autism assessment and support service, building on extensive experience delivering neurodevelopmental pathways across the NHS.

The service responds to growing demand for timely diagnosis, providing a flexible and accessible pathway that supports earlier clarity for individuals and families facing extended waiting times, while reducing pressure on NHS waiting lists.

Delivery is led by a multidisciplinary clinical team, with high-quality assessments and diagnostics supported by clear communication and a consistent, structured approach. A blended delivery model, including virtual provision, improves access across different locations and circumstances.

Structured post-diagnostic support was introduced alongside assessment, providing personalised guidance to help individuals and families understand their diagnosis, manage day-to-day challenges and take practical next steps, ensuring continuity of care beyond diagnosis.

"The assessors were brilliant... we had answers within weeks and the communication throughout was clear and straightforward. The support after diagnosis has made such a difference for us as a family."

Gemma

Parent of a child undertaking a Xyla ADHD assessment

2,029

neurodevelopmental assessments
delivered privately

3,725

patients triaged for
neurodevelopmental assessment
through NHS pathways



Social value

Social value is the positive impact created for society by Acacium Group's initiatives. It is used by the public sector in the UK to ensure that contracts are awarded to businesses that generate social value.

Public bodies, in the UK, who contract with providers to deliver goods and services ask that their suppliers create additional benefits for society through the way contracts are both designed and delivered so that they consider the needs of local communities.

This might involve creating new local jobs, targeting employment opportunities for disadvantaged groups, supporting team members with their health and wellbeing, hiring apprentices, or creating targeted opportunities for our colleagues to engage in volunteering and fundraising to support local communities in the areas where the contract is being delivered.

As a key supplier to the NHS, local authorities and other public sector bodies in the UK, we are committed to delivering social value tailored to the needs of the local communities we serve.

Measuring social value

There are a variety of social value measurement frameworks; Acacium Group uses the TOMS Framework as this is the most common method used by our customers to quantify social value in our public sector contracts.

The framework's founding principle is to provide a connection between a broad vision for social improvement (Themes) and strategic objectives (Outcomes), which can then be expressed as measurable activities (Measures). Each section of the framework measures different aspects of social value generation, with a 'proxy value' assigned to each.

Proxy values are based on a reasonable approximation of value applied to each part of the framework relating to jobs, growth and community. These values are calculated to establish an organisation's total social value in monetary terms.

£7,727,197

of social value generated by Acacium Group

Jobs: Promote local skills and employment

£3,905,253 value of local employees in employment (NT1)

Growth: Supporting growth of responsible regional business

£98,142 value of equality, diversity and inclusion training hours provided to staff and supply chain (NT21)

£2,821,935 value attributed to the number of employees having access to comprehensive and multidimensional wellbeing programmes (NT20)

Social: Healthier, safer and more resilient communities

£16,639 value of volunteering hours contributed to local communities (NT29)

People

Attracting, developing and retaining a talented workforce is central to how we deliver high-quality staffing capabilities and services that enable sustainable healthcare systems. In 2025, we strengthened how we engage, support and develop our people, while continuing to foster an inclusive and responsible workplace.

76%

feel safe to speak up if they have an idea or if something isn't right

84%

of colleagues participated in the Your Voice Survey

Driving engagement

Responding to employee feedback

In October 2025, we conducted our latest Your Voice survey, refining the questions set to reflect the organisation, with input from our Responsible Business network.

84% of colleagues participated in the Your Voice survey, with a Group wide engagement score of 59%, reflecting how positively colleagues feel about working at Acacium Group. While this reflects a slight decrease from 2024, it continues to help us identify clear priorities for improvement.

Results have been shared across the organisation,

with action plans implemented at both Group and individual business level. These focus on communication, recognition, career development and leadership visibility, supported by initiatives including listening sessions, refreshed team forums and regular strategy updates.

Strengthening engagement remains a priority, recognising its link to performance, retention and overall organisational success.

Supporting wellbeing across our workforce

Wellbeing is embedded in how we operate, supporting colleagues to feel safe, valued and able to perform at their best.

In 2025, we strengthened our approach through a structured wellbeing strategy, supported by a global network of Mental Health First Aiders, wellbeing champions and specialist training in areas such as trauma and resilience.

Colleagues can access practical support including a 24/7 Employee Assistance Programme, wellbeing workshops, an annual calendar of events and digital therapies, alongside guidance for managers to identify and respond to needs.



Wellness Week

People



Favorite Staffing celebrate inclusion as part of Pride Month

Building an inclusive workplace

We recognise neurodiversity as a natural and valuable part of our workforce and continued to develop our approach to inclusion in 2025.

This includes reducing barriers in recruitment, embedding inclusive policies and providing practical support through our Neuroinclusive Workplace Adjustments Toolkit. We have also invested in training and awareness to equip managers and teams, while improving accessibility across our environments, systems and communications.

Through this work, we are creating a workplace where individuals can contribute in ways that work best for them.

"Creating an inclusive workplace starts with making sure every colleague feels valued, respected and able to be themselves. At Acacium Group, we know that when people feel they belong, they are more likely to thrive, contribute their unique strengths and feel connected to the work they do. By embracing different perspectives and experiences, we build stronger teams, support wellbeing and create an environment where everyone has the opportunity to grow and succeed."



Daniel Lane

**Group Head of Wellbeing
Acacium Group**

Bringing colleagues together

In 2025, colleagues, friends and family came together for the Acacium Group annual hike in the Peak District, with 65 participants taking part.

Despite challenging weather, the event provided an opportunity to build connections across teams and locations, bringing our Better Together value to life. The day supported wellbeing, encouraged collaboration and created space for colleagues to connect outside of the workplace.

With strong participation and positive feedback, the annual hike continues to play an important role in building culture and strengthening relationships across the Group.



Acacium Group Hike

People

Talent development

79%

of employees said they can deliver excellent work when asked in our Your Voice survey

79%

of employees believe they can make a positive difference in their role

Developing capability at every stage of a colleague's career is central to performance, leadership strength and retention. In 2025, we continued to invest in structured, practical development across our global workforce.

Targeted leadership pathways

We introduced three global leadership pathways, Leading Self, Leading Others and Leading Growth, designed to build capability across personal effectiveness, people leadership and strategic thinking.

Colleagues completed over 525 hours of learning through these targeted programmes, which were rolled out initially to priority populations as part of a phased approach. Delivered through a blend of live workshops and eLearning, the pathways provide a consistent foundation for leadership development across the Group.

Targeted equity, diversity and inclusion learning remained a priority, with more than 1,046 hours completed across the Group, including inclusive leadership, unconscious bias

and intentional inclusion, alongside specialist development through Xyla's Under Represented Talent Programme.

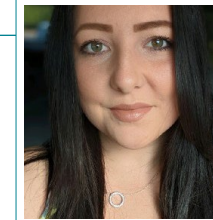
These programmes represent a focused investment in leadership capability, sitting alongside broader learning and development activity across Acacium Group, including mandatory, functional and specialist training.

Leadership development

People Management Fundamentals

70 managers and team leaders participated, completing 268 learning hours. The programme builds confidence in core leadership responsibilities, including recruitment, onboarding and performance management.

"Completing my CICM Level 3 Advanced Credit Controller apprenticeship has been a huge personal and professional milestone for me. Balancing full-time work, studying, and raising three children was certainly challenging, but passing every exam and achieving my qualification made every late night worthwhile. I'm incredibly proud of this achievement and grateful to Acacium Group for giving me the opportunity. Hard work, resilience, and determination really do pay off!"



Kirsty Fenwick

Credit Controller



Sharing women's leadership stories through our IHPN partnership

People

Learning and development

Career development and apprenticeships

At the end of 2025, 63 apprenticeships were in progress across 18 disciplines, including data and AI, digital, finance and operations, supporting recognised qualifications aligned to future business needs.

In our Life Sciences business, 54 internal promotions were supported through structured development pathways, with over three quarters of promoted employees having engaged in learning within the previous six months.

Developing and embedding our competency framework

Our competency framework was initially launched in 2024, providing a consistent structure for defining role expectations, behaviours, and development pathways. It helps colleagues understand what success looks like in their role and how they can progress their careers.

Following its introduction, the focus shifted to maintaining and governing the framework, ensuring role profiles remained aligned to organisational structures and evolving business needs. To date, it has supported 134 colleagues across 73 roles in our UK-based workforce and central functions.

In 2025, the framework was extended into our services business through a phased rollout. This began with the Leading Self, Leading Others and Leading Growth populations, allowing role profiles and competency expectations to be validated and refined before being expanded to additional roles across the business.

Onboarding and early retention

In March 2025, we launched our global onboarding programme, Your First Six Months, designed to improve consistency, early engagement and retention.

During 2025, 424 employees were enrolled. Engagement increased from 30% to 57% by the end of the year, while early tenure attrition reduced from 22% at launch to 17%.

In our Life Sciences business, enhancements to onboarding also led to a 31% reduction in time to first placement (112 to 77 days) and a significant increase in new starters achieving this within 90 days (from 50% to 75%).

Together, this reflects a more evidence-based approach to development, aligning learning with business priorities and progression.

Supporting development outside our organisation

Strengthening skills through levy gifting

As a large organisation, we can transfer up to 50% of our apprenticeship levy to other organisations, supporting skills development beyond our business.

In 2025, we gifted £491,200 to 13 small to medium enterprises who would otherwise struggle to fund apprenticeship programmes. This included £169,000 to Purple Beard to support a Digital Support Technician Level 3 apprenticeship, enabling 15 apprentices to develop skills linked to NHS digital systems.



People

Learning and development



PALM scheme graduates

Building global career pathways through the PALM Scheme in Australia

In May 2025, 38 participants from our 2024 PALM Scheme cohort graduated with a Certificate III in Individual Support (Ageing), following an 18-week programme delivered in Fiji. Participants then transitioned into roles with Regis Aged Care in Australia, supported by structured recruitment, relocation and wellbeing support.

The programme provides a clear pathway into employment while supporting sustainable workforce supply across aged care services.

Recognising excellence in our candidate workforce

Recognising excellence is an important part of how we support quality and engagement across our candidate workforce.

In 2025, Pulse, part of Acacium Group, delivered the annual Pulse Awards, celebrating healthcare professionals who demonstrate outstanding commitment and make a meaningful difference to patient care.

Open to candidates across a wide range of roles and settings, nominations were submitted by peers, colleagues and healthcare providers, providing a broad and credible view of performance based on real experience in practice.

The 2025 awards received hundreds of nominations across categories including nursing, allied health and mental health.

"We're incredibly grateful to the Acacium Group for their generous levy gift... This partnership will help more women train for and thrive in digital roles."

Dimple Rangana
CEO, Purple Beard

Finalists and winners were recognised for consistently going above and beyond in often high-pressure environments, where contributions can otherwise go unnoticed.

Through peer recognition at scale, the Pulse Awards highlight best practice, reinforce high standards and celebrate the impact of candidates across the healthcare system.

"Being an agency nurse, you feel like because you work in different places, you don't necessarily experience any recognition as such, but to have that recognition, to be nominated for this, is something I'm proud of."

Michelle Baker
Above and Beyond Award Finalist

People

Supporting communities beyond our business

Our commitment to putting people first extends beyond our workforce and the services we deliver. Across the Group, colleagues support causes that matter to them, giving their time, skills and energy to strengthen communities and improve lives.

Developing female leadership across healthcare

In 2025, Acacium Group supported the launch of the Independent Healthcare Providers Network (IHPN) Women's Network mentoring and coaching programme, helping to advance female leadership across the healthcare sector.

Working in partnership with leaders across the independent healthcare sector, the network creates structured opportunities for mentoring, coaching and peer support.

Designed to address challenges around representation and progression, the programme supports individuals to build the skills, confidence and networks needed to move into leadership roles. It brings together experienced leaders and those developing their careers, creating a practical and collaborative approach to leadership development.

By supporting and helping to shape initiatives like this, we are contributing to a more inclusive and sustainable leadership pipeline across healthcare.



Fundraising in memory of Andy

In 2025, a team of colleagues completed the London Landmarks Half Marathon in memory of our colleague Andy Tibbs. Together, the 15 runners raised over £9,400 for Meningitis Now, honouring Andy's contribution to the organisation while supporting a cause closely connected to colleagues across the Group.

"We are incredibly grateful to Acacium Group and the team of runners... The money and awareness you have raised will really help us to make a difference."

Morgan Fry

Fundraising Officer, Meningitis Now

The initiative brought together friends, families and colleagues, demonstrating the strength of connection across the organisation and the importance of supporting causes that matter to our people.

Volunteering and community engagement

Supporting local communities is an important part of how we deliver our responsible business objectives while strengthening colleague engagement.

In 2025, colleagues were supported to volunteer through two paid volunteering days each year, enabling them to contribute their time during working hours.

Volunteering across the Group includes both practical and skills-based activity, from community and environmental initiatives to mentoring and employability support.

These activities provide meaningful support to local communities while helping colleagues build new skills and connections.

Alongside community impact, volunteering supports wellbeing, encourages collaboration and strengthens engagement by connecting colleagues with causes they care about.

People

Diversity and inclusion



Ramadan Food Drive, South Africa

Supporting communities across our global footprint

Across our international operations, colleagues continue to support local communities through practical, hands-on activity that reflects local need and context.

In South Africa, teams in Cape Town delivered a Ramadan Food Drive, preparing and distributing freshly cooked meals to people in need. The initiative provided immediate practical support while bringing colleagues together during a period of reflection and giving.

To mark World Oceans Day, colleagues from our Global Service Centre also took part in a beach cleanup at Sunset Beach, removing plastic waste and marine debris to help protect a vulnerable coastal environment and support local biodiversity.



Cape Town beach clean



Adaptive water ski clinic volunteering, Indiana



Enabling inclusive participation and recovery support in the US

In the United States, Favorite Healthcare Staffing supported an adaptive water ski clinic hosted by the Rehabilitation Hospital of Indiana. Colleagues volunteered on the day, supporting participants on and off the water and contributing to the delivery of a safe and inclusive event.

The clinic enabled 25 people with physical and cognitive disabilities to take part in water sports, supporting confidence, independence and social participation in a supportive environment.

Alongside volunteer activity, Favorite provides an annual \$5,000 donation to the Rehabilitation Hospital of Indiana, helping to support specialist rehabilitation services for individuals recovering from life-changing injury or illness.

Supporting breast cancer patients in the US

A fundraising initiative led by Favorite Healthcare Staffing supported breast cancer patients at The University of Kansas Health System. Colleagues raised funds to create 18 care packages, including handmade mastectomy pillows and drain pouches. Favorite also sponsored the health system's annual Treads and Threads event, which raised more than \$2.4 million towards a new patient care and cancer research facility at The University of Kansas Cancer Center.

Healthy planet

*We cannot lead healthy lives without a healthy environment.
We depend on it for the air we breathe, the food we eat and the energy that powers our homes and healthcare systems.*

In 2025, our environmental focus was on reducing emissions intensity across our operations while strengthening the systems, behaviours and governance needed to deliver our 'Net Zero by 2040' ambition. Building on our 2021 baseline, we prioritised actions that deliver measurable carbon reduction alongside responsible growth.

Improving data capture and governance

In 2025, our carbon management tool, together with the work of our Responsible Business Network and Responsible Governance Committee, strengthened how we track, manage and act on carbon data across the Group.

This has improved the quality and consistency of emissions reporting across Scope 1, 2 and key Scope 3 categories, enabling clearer accountability and more targeted decarbonisation activity across our operations and value chain.

Office consolidation and sustainable workforce practices

Our workspace and workforce strategies remained key drivers of emissions reduction. Building on earlier consolidation activity, we further reduced the number of properties in our US portfolio, achieving a 67% decrease in

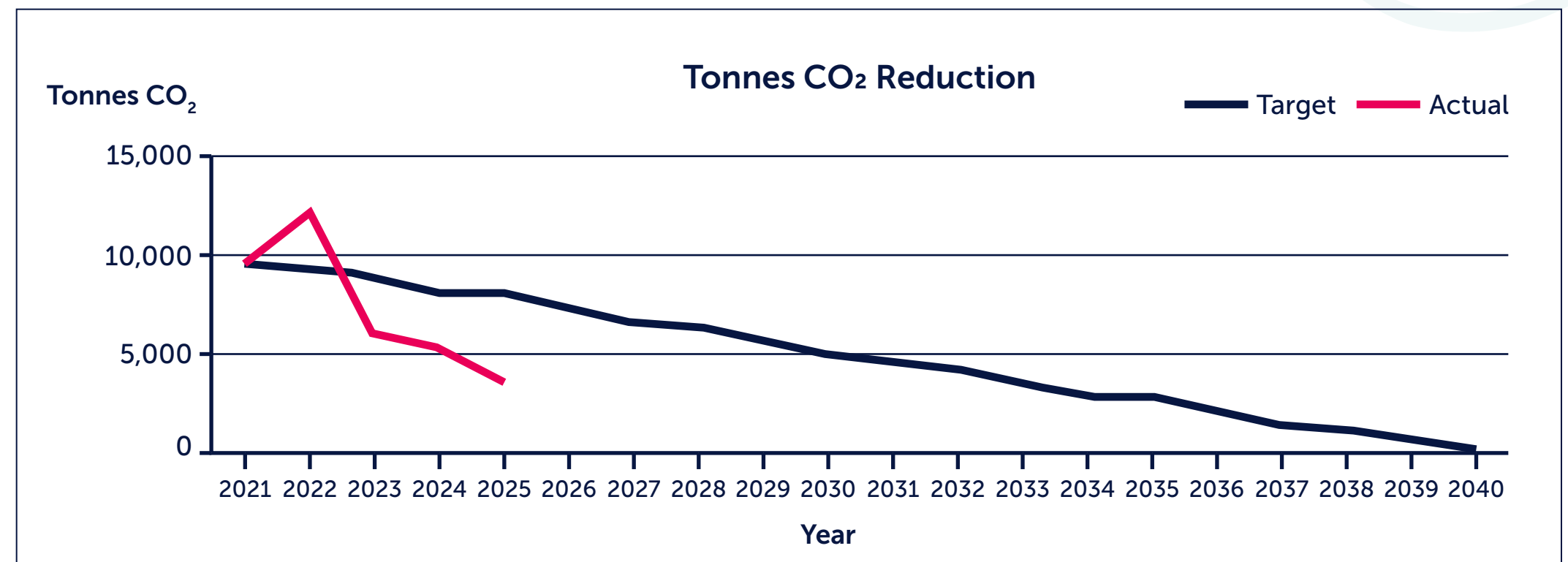
total footprint by year end. This has lowered energy consumption and operational emissions while maintaining effectiveness.

Hybrid working also continued to play a significant role. Since our 2021 baseline, our global hybrid working policy has delivered a 69% reduction in employee commuting emissions, sustained throughout 2025 alongside continued promotion of low-carbon ways of working and responsible travel.

2040
Net zero goal

£356k
reduction in employee commuting emissions

69%
reduction in employee commuting emissions*



Healthy planet



New Manchester office

Renewable energy commitments

During 2025, we continued to purchase 100% renewable electricity for offices where we hold direct supply contracts. We also worked with landlords to encourage increased renewable energy use and improved efficiency across leased buildings where feasible.

These actions support a reduction in Scope 2 emissions and align with our longer-term decarbonisation pathway.

Responsible IT asset management

Our IT asset recycling programme remained in place throughout 2025, ensuring compliance with Waste Electrical and Electronic Equipment regulations and supporting responsible end-of-life disposal.

This contributes to reduced waste, more efficient resource use and lower environmental impact across our IT estate.

Environmental training and awareness

Environmental training continued as part of our mandatory corporate governance programme, ensuring colleagues understand their role in reducing environmental impact.

Initiatives such as Global Power Down Week reinforced practical behaviours that reduce energy use while promoting healthier technology habits.

NHS Evergreen Sustainable Supplier Assessment

In 2025, Acacium Group achieved Level 2 in the NHS Evergreen Sustainable Supplier Assessment.

This reflects strong alignment with NHS sustainability priorities and the Net Zero roadmap, supported by ISO 14001-aligned reporting and improved measurement across Scope 1, 2 and key Scope 3 emissions.

This milestone also supports compliance with emerging NHS procurement requirements, reinforcing our position as a responsible and sustainable supplier.

Carbon reduction impact

Between 2024 and 2025, our decarbonisation programme generated £356k in social value through reductions across Scope 1, 2 and 3 emissions.

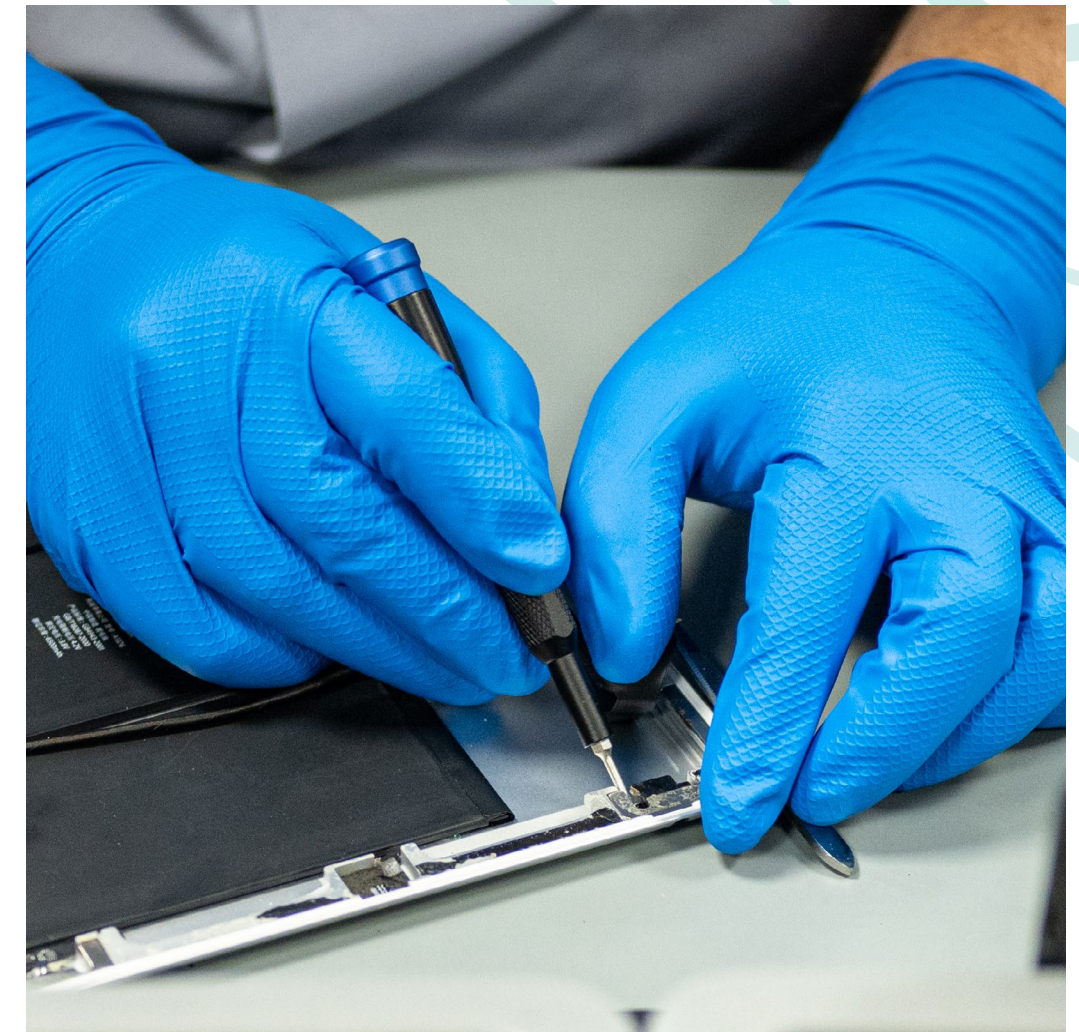
Together, these initiatives demonstrate continued progress against our carbon reduction pathway and provide a strong foundation for further emissions reduction as we progress towards Net Zero by 2040.

Level 2

in the NHS Evergreen
Sustainable Supplier
Assessment

100%

renewable electricity for
offices where we hold
direct supply contracts



Responsible IT asset management

Governance

Responsible decision-making underpins our ability to deliver our objectives, supported by fair and transparent governance across the Group.

Acacium Group's Holdings Board oversees our governance structure, bringing together executive directors, investors and non-executive directors to provide oversight and accountability across our global operations. Our approach continues to evolve to ensure appropriate experience, independence and diversity of perspective at Board level.

Our Chief Financial Officer (CFO) is responsible for governance across the Group, including oversight of our Responsible Business activities. The Senior Operations Board

"Clinical governance is fundamental to delivering safe, effective and high-quality care. It provides the framework that helps us continuously learn, improve and ensure the people who rely on our services receive the best possible outcomes. At Acacium Group, strong clinical governance gives our colleagues, clients and service users confidence that quality and safety are at the heart of every decision we make."



Charlotte Reeves
Head of Clinical Governance

(SOB) is our senior executive body, comprising the Chief Executive Officer (CEO), CFO, Chief Operating Officers (COOs) and leaders from our global central functions, including Technology and Delivery; Legal, Contracts and Data Privacy; People and Culture; Service Development; Corporate Development and Clinical Governance.

Regular reporting takes place between the SOB and each division through a standardised framework, with financial performance, ESG metrics and responsible business activity reported into both the SOB and the Audit and Risk Committee. Bi-monthly governance sessions cover data security, clinical risk and compliance, with clear escalation into the SOB. Divisions operate according to Group delegated authorities and policies, supported by central oversight to ensure consistency and compliance across our global footprint.

Alongside the SOB, our Responsible Business Committee oversees the development and delivery of our responsible business strategy, including leadership of our Group-wide Responsible Business Network. Reporting into both the SOB and Audit and Risk Committee, it provides oversight, challenge and cross-functional input to ensure we operate as a trusted and accountable organisation.

In 2025, we strengthened how responsible business is embedded into decision-making, with closer alignment between governance, operational performance



Governance



and long-term strategy. ESG performance continues to be monitored through our governance framework, ensuring clear accountability across environmental, social and governance priorities.

Our policies and procedures

Responsibility is embedded in how we operate, shaping how we make decisions and manage risk across the business. This includes maintaining strong relationships with clients and suppliers, supporting an inclusive workforce and ensuring colleagues are engaged and able to perform at their best.

In 2025, we revisited our global Code of Business Conduct, setting clear expectations for how we work with each other, our clients and the communities we serve. This is supported by a broader framework of ethical policies and controls that reinforce a shared responsibility to act with integrity, take ownership and speak up when something is not right.

Whistleblowing

We encourage colleagues to raise concerns where policies, procedures or values may not be upheld. Our whistleblowing policy enables concerns to be raised confidentially, without fear of repercussion, supported by access to an independent helpline.

Preventing bribery, corruption and financial risk

We do not tolerate bribery or corruption. Our anti-bribery, solicitation and gifts policy applies across all businesses, supported by annual training to ensure colleagues understand their responsibilities.

"As a business handling sensitive information and delivering critical services, we have a responsibility to uphold the highest standards of security, compliance and accountability. Effective governance helps us manage risk, protect data and ensure we continue to operate with integrity, supporting sustainable growth and delivering confidence to everyone we work with."

Andrew Cooke

Chief Information Security Officer



Maintaining strong tax compliance across our operations and supply chain is a core part of our approach. This includes safeguarding against non-compliant payroll practices, tax irregularities and wider financial risk through structured controls and ongoing oversight.

Information security, data protection and cybersecurity

As a global organisation, we manage large volumes of sensitive data. Protecting this data is a core priority.

In 2025, we maintained and enhanced our ISO/IEC 27001 certification, transitioning to the 27001:2022 standard. This internationally recognised framework supports the confidentiality, integrity and availability of data across our operations.

Governance

Our data protection teams in the UK and US oversee how personal data is collected, used and shared, ensuring compliance with regulatory requirements and maintaining trust with clients, colleagues and service users.

Oversight of information security is maintained through regular governance forums, with reporting into the SOB. Dedicated teams manage cyber risk across the Group, ensuring resilience against evolving threats and alignment with global standards.

Responsible use of technology

Our AI governance framework, introduced in 2024, remained in place through 2025, setting policy and delivering oversight to support the responsible and ethical use of artificial intelligence. Dedicated governance forums oversee risk assessment, use case approval and ongoing performance.

Employment and regulatory compliance

In 2025, we strengthened our approach to employment and regulatory compliance in response to evolving legislation and increased scrutiny across the staffing sector.

This included preparing for changes to UK employment law coming into effect in April 2026, through updates to policies, systems and colleague guidance.

We also introduced a more structured approach to umbrella company governance, including a dedicated internal hub providing guidance, training and resources to support compliance and protect both candidates and clients.



In anticipation of increased regulatory scrutiny, including Joint and Several Liability, we strengthened our governance framework through tighter supplier controls and enhanced audit and monitoring processes.

As part of this, we partnered with SafeRec, an independent payroll audit platform, to introduce real-time oversight of umbrella payroll activity.

This provides continuous monitoring and independent verification, strengthening our ability to identify and mitigate financial and compliance risk.

Engaging with our candidate workforce

Engaging with our candidate workforce is central to understanding risk, improving experience and driving better outcomes.

In 2025, we continued to build this through our workforce experience programme, including the publication of two

white papers exploring the role and stability of the flexible workforce across health and social care.

Drawing on insight from tens of thousands of professionals, this research highlights workforce pressures and challenges around attrition, motivation and equality, diversity and inclusion, informing both our operational processes, service development and approach to governance.

We delivered a year-round calendar of wellbeing and Continuing Professional Development (CPD) opportunities, available to all our candidates, supporting both their personal wellbeing and ongoing professional growth.

Gender pay gap and inclusion

We are committed to transparency, accountability and fairness across our workforce, including addressing structural inequalities such as the gender pay gap.

In 2025, our Group gender pay gap improved by five percentage points. While progress has been made, we recognise this remains an ongoing priority.

We continue to focus on the underlying drivers of pay disparity, including representation, progression and reward structures, supported by investment in inclusive leadership, development pathways and consistent hiring practices.

5%

in Gender Pay Gap improvement

ISO 27001



Technology



Standards



Control



Security



Certification



Verified

Clinical governance and patient safety

The safety of patients and our workforce remains a core priority. Our services are underpinned by a strong clinical governance framework, supported by structured risk management, clear clinical pathways and consistent oversight.

As our services expand across screening, diagnostics, community services and digital delivery, our approach focuses on ensuring services remain safe, effective and practical at scale.

Oversight is maintained through Medical Advisory Groups and Quality and Safety Meetings, providing specialist input, structured risk escalation and consistent standards across divisions.

Our services are subject to regular internal and external audit, with outcomes reviewed through governance forums and reported to the Audit and Risk Committee.

In the UK, services are regulated by the Care Quality Commission and equivalent bodies. In the US, our Favorite Healthcare Staffing business holds the Joint Commission's Gold Seal of Approval.

Training and awareness

Maintaining high standards across the Group is supported by mandatory training and ongoing awareness programmes.

All colleagues complete Legal and Ethical Business, and Harassment and Conduct at Work modules annually,

alongside regular training in cyber security, data protection and information security. This is supported by targeted modules, such as Protecting Against Executive Impersonation, and routine phishing simulations.

These programmes ensure colleagues understand their role in maintaining compliance, managing risk and upholding governance standards across the organisation.

Risk management and oversight

Our risk management framework covers financial, operational and responsible business risks, with regular reporting to the Audit and Risk Committee and the Board.

Internal and external audits, alongside ongoing monitoring, ensure risks are identified, managed and addressed effectively, supporting informed decision-making and continuous improvement across the Group.

Sustaining strong governance for the future

Across all areas of governance, we remain committed to continually strengthening how responsibility is embedded into our decisions, operations and culture. As our organisation grows and the external landscape evolves, we will keep advancing our Responsible Business agenda through robust oversight, transparent reporting and a relentless focus on doing what is right for our people, partners and the communities we serve. This ongoing commitment ensures we remain a trusted, accountable and resilient organisation, equipped to deliver sustainable impact long into the future.

Acacium Group by numbers (full year 2025)

Metric	Total (Global)
People	
Total employee headcount as of Dec 2025	2377
Gender Pay Gap (UK employee data only)	
Mean pay gap	29.76%
Median pay gap	17.73%
Mean bonus gap	61.56%
Median bonus pay gap	54.13%
Proportion of women receiving bonus	32.09%
Proportion of men receiving bonus	42.59%
Proportion of women on the Board	37.5% (3 out of 8)
Proportion of women on the Senior Operations Board	45% (5 out of 11)
Employee survey response rate	84%
Social value	
Charitable donations (incl. Apprentice Levy gifting)	£565,165
Volunteering hours	951.9
Social value	£7,727,197.70
Planet	
Scope 1 emissions	538.22 t CO2e
Scope 2 emissions (location based)	1,684.17 t CO2e
Scope 2 emissions (market based)	1,552.75 t CO2e
Scope 3 emissions	5,391.90 t CO2e
Total emissions	7,482.87 t CO2e
Total emissions reductions (scope 1, 2 and 3 location-based) from baseline year 2021	10,074.09

*If you have any questions about the Responsible Business Report,
please contact info@acaciumgroup.com*