

# Acacium Group Responsible Business Report

January - December 2024

# Contents

*A word from our CEO..... 3*

*About Acacium Group ..... 4*

*Purpose and values ..... 5*

*Our purpose in action ..... 6*

*Social value ..... 10*

*People ..... 11*

*Healthy planet ..... 17*

*Governance ..... 18*

*Acacium Group by numbers ..... 22*



## A word from our CEO



*It's a pleasure to share our latest report, reflecting on the progress we've made in our commitment to being a responsible business, led by our purpose to improve people's lives. High quality healthcare, social care and life science are vital to the sustainable long-term development of our economies and wider society.*

Global political and economic shifts made 2024 a challenging year. In the UK, NHS waiting lists peaked at nearly 8 million, with industrial action leading to more than half a million appointments being cancelled. The global phenomenon of population demand for healthcare outweighing supply continues, leaving some communities under served and under supported, across our UK, US, RoI and Australian markets.

As a global healthcare delivery partner, we're proud that our workforce, technology and sector expertise enable health systems to deliver quality patient care and life sciences innovation. From the development of new healthcare managed services to strategic investments in AI and workforce planning, our teams help tackle care backlogs and systemic inefficiencies for greater access to essential services.

I firmly believe that compassion and collaboration are the driving force in achieving our goals. Our Better Together approach continues to drive meaningful impact, strengthening our organisation and the wider

healthcare ecosystem. As proud supporters of the NHS and Independent Sector Partnership Agreement, we remain committed to expanding access, improving patient care and fostering lasting partnerships that deliver positive outcomes for all.

Our business continues to benefit from welcoming diverse voices and perspectives thanks to the diversity and inclusion commitments we've made over the last few years. These efforts continued in 2024, and we were proud to launch our Under-Represented Talent Programme to empower colleagues from diverse ethnic backgrounds aspiring to leadership roles. We also launched our Global Service Centre in South Africa, which is playing a key role in how we build a more diversified and connected business.

Of course, behind these achievements are our people, who continually go above and beyond for our customers and candidates, living by our values of always putting people first. This commitment extends beyond our own business, with Acacium Group colleagues volunteering 650 hours for charitable causes in 2024.

Our environmental, social, governance (ESG) principles are the foundation of our responsible business strategy, driving initiatives that reduce our environmental impact, foster an inclusive workplace and uphold our strong governance practices. Rigorous vetting processes and robust due diligence add a layer of protection to our candidates and clients. We look to embed purpose, innovation and social responsibility throughout our organisation, ensuring sustainable growth and meaningful contributions to the communities we serve.

*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

We deliver workforce management, permanent and temporary recruitment, in both acute and community settings, across all physical and mental health specialisms.

We create career options for health and social care professionals and provide access to a broader, flexible workforce for providers.



## Global health and social care managed services

Combining technology with data-led insight, clinical governance and our expert workforce, we develop innovative new care models that increase capacity and capability.

Our services are flexible and can be delivered digitally, in the community or in acute settings, improving the productivity of the health systems in which we work.



## Global life sciences

Our partnerships with life sciences organisations worldwide enable them to scale their workforce to meet growth ambitions. We assist in all stages of the clinical trial lifecycle, from discovery to approval to manufacturing and commercial build-out across the drug, medical device and medical technology sectors.



# 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.



# Our purpose in action

## Addressing aged care workforce shortages in Australia

*As a global healthcare delivery partner, we bring scalable workforce solutions to where they are needed most.*

Through our specialist brands Pulse Staffing and Sanctuary Recruitment, Acacium Group partnered with Regis, Australia’s largest for-profit aged care provider, to address critical staffing shortages in regional care homes. Leveraging the Pacific Australia Labour Mobility (PALM) scheme, the partnership is helping to restore consistent care delivery and enhance wellbeing in aged care facilities.

### Delivering sustainable staffing solutions

In 2024, 40 Fijian aged care workers were recruited and trained through a 20-week programme before beginning work in Port Macquarie and Mildura. Each worker is employed full-time and supported with housing, welfare and local integration by Acacium Group’s fully managed service model.

The partnership has delivered strong results, ensuring continuity of care, relieving pressure on local staff and delivering a better experience for residents and workers. Following its success, Regis has requested a second deployment of 35 additional workers, with plans to expand recruitment to the Solomon Islands in 2025. The PALM scheme continues to create new opportunities for workers and supports greater provision for quality aged-care across Australia.

[Learn more about the PALM scheme here.](#)

“Bula Vinaka! I'd like to thank the Lord for providing me with this opportunity, to be a part of a fantastic cohort! I have come to realise that great quality care starts with me before I even go to work with my clients.”

*Alivereti Tagivetaua*

Assistant in Nursing, Acacium Group PALM Scheme Class of 2024



PALM scheme Class of 2024

# Our purpose in action

## Listening to the flexible workforce to build better care systems

As the UK’s largest staffing provider, Acacium Group is uniquely positioned understand the needs of the flexible workforce. In 2024, we published two white papers based on insights from over 126,000 survey responses collected through our Viewpoint programme, an initiative designed to capture the experiences of flexible health and social care workers across 1,000 sites.

### Key findings included:

14%

of flexible workers may leave or retire within two years

25%

of staff bank workers reported experiencing discrimination

45%

of the flexible workforce is aged 50 or older

### Turning insight into action

Flexible workers play a crucial role in maintaining care quality, yet their perspectives are often overlooked. Viewpoint gives flexible healthcare workers a voice, gathering feedback on inductions, workplace culture and career goals. The findings informed our white papers, *From insight to impact* and *Confronting flexible workforce instability*, which have already helped 45 clients review their own unique data and implement improvements.

### Supporting positive change

These efforts go beyond workforce delivery to help providers foster a better workplace culture. Viewpoint is now a key tool for organisations seeking to improve retention, enhance care quality and build more resilient systems through evidence-based action.

[Read the white papers here.](#)



White paper flexible exploring workforce trends

## Our purpose in action

### Partnering in the UK's largest health research programme

*As a long-term workforce partner to Our Future Health (OFH), Acacium Group is proud to help advance disease prevention, early detection and treatment.*

Since 2022, Acacium Group has supplied the skilled clinical workforce behind *Our Future Health*, a ground-breaking research programme aiming to recruit up to five million people across the UK. By improving the understanding of diseases like cancer, dementia and diabetes, the programme is driving greater health equity and better outcomes for future generations.

### Bringing research into the workplace

In 2024, we hosted a pop-up clinic at our London HQ, offering colleagues the chance to take part. More than 70 colleagues attended a 'Lunch and learn' session with OFH's Executive Director of Participant Recruitment Operations, Tim Sprosen. The session explored the programme's aims, increasing sign ups on the day.

Our clinical staffing team delivered 109 appointments, with extra slots added to meet demand. Volunteers from our nursing workforce helped demonstrate how workplace-based clinics can boost participation in vital research.

With over two million participants already involved, *Our Future Health* is creating a healthier future and we're proud to be part of it.

[Learn more about Our Future Health.](#)



OFH pop-up clinic at our London HQ

# 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 staff 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.

**£10,200,300**

of social value generated by Acacium Group

### Jobs: Promote Local Skills and Employment

**£7,468,526.79** value of local employees in employment (NT1)

### Growth: Supporting Growth of Responsible Regional Business

**£172,020.15** value of equality, diversity and inclusion training hours provided to staff and supply chain (NT21)

**£2,295,418.88** value attributed to the number of employees having access to comprehensive and multidimensional wellbeing programmes (NT20)

### Social: Healthier, Safer and More Resilient Communities

**£1,531.29** value of volunteering hours contributed to local communities (NT29)

## People

*Attracting, developing and retaining a talented workforce is core to our mission of being the leading global healthcare delivery partner. In 2024, we undertook several projects to attract top talent to our organisation, fostering inclusivity and promoting responsible business practices.*

**79%**

of employees said they can deliver excellent work

**85%**

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

**84%**

of colleagues participated in the Your Voice Survey

### Embedding wellbeing in our culture

We take a joined-up approach to wellbeing, ensuring our people feel supported throughout their career. Led by our in-house specialists, our dedicated wellbeing team works alongside 81 Mental Health First Aiders and 15 wellbeing champions across the Group. We provide specialist training on trauma, grief and life transitions, along with a Wellbeing Playbook to guide managers on early intervention and return-to-work support.

### Expanding access to digital mental health support

Xyla, part of Acacium Group, is one of the fastest-growing digital mental health services, providing flexible therapy through thousands of specialist clinicians. Trusted by the NHS, local authorities, universities and businesses, Xyla enables users to access support online from any device.

To further strengthen employee wellbeing, Acacium Group has extended this pioneering service to our UK-based teams, offering unlimited access to guided self-help, cognitive behavioural therapy, Eye Movement Desensitisation and Reprocessing (EMDR) and counselling.

"For me, Xyla has been a life-changer. I'm going through many big life events, so this counselling also supported these aspects as they've been moving along. I learnt some new techniques, tools and received some book recommendations, which I have since invested in. These tools will help me to continue my mental health journey at my own pace, post counselling and I'll be forever thankful to my therapist for sharing these little pearls of wisdom with me."

*Shelley Nayler*

**Operational Excellence Manager for Pulse**

### Employee assistance programmes (EAPs)

Our global workforce continues to benefit from a suite of EAP services designed to offer confidential, professional support for both personal and work-related challenges. This includes access to licensed counsellors for stress and anxiety, a 24/7 helpline for immediate assistance and a wealth of wellbeing resources such as articles and webinars. Employees can also seek expert guidance on legal and financial matters and receive support in managing work-life balance.

### Mental health awareness week collaboration

As part of our ongoing commitment to mental health, we partnered with CALMfest during *Mental Health Awareness Week* to offer 14 bite-sized awareness sessions. These workshops covered a range of crucial topics including sleep health, managing back pain, nutrition and neurodiversity.

# People

## Supporting wellbeing in the US

Our US office in Overland Park hosted its first annual Wellbeing Fair in 2024, bringing together 149 staff members, 14 vendors and key teams to promote health and inclusion. Employees participated in nutritional seminars, enjoyed healthy snacks and won prizes donated by our vendors. This event and other wellbeing initiatives saw Favorite Healthcare Staffing, part of Acacium Group, recognised as a Silver Recipient of the 2024 Healthy Workforce Designation.

## Building a culture of transparency and trust

Our monthly CEO videos provide employees with regular business updates, sharing insights from different locations across our global offices. This initiative strengthens connectivity across teams and ensures colleagues stay informed about key developments.

Building on this commitment to transparency, we launched quarterly Q&A sessions with our CEO and CFO in 2024. These interactive forums foster and open dialogue, allowing employees to engage directly with leadership and gain deeper insights into business priorities. More than 50% of our global workforce attended or watched the sessions back, reinforcing trust and collaboration across the organisation.

## Supporting our leadership

Clear communication and strong leadership are essential to our success. Every quarter, we host dedicated leadership events, ensuring managers stay informed on key business updates and strategic priorities. More than 80% of people managers regularly participate, using these sessions to align teams, share insights and drive operational excellence. By equipping leaders with the right tools and knowledge, we enhance collaboration and ensure vital information reaches teams effectively.

## Responding to employee feedback

In November 2024, we conducted our latest Your Voice survey, adapting it to focus on 15 specific questions that reflect where our business stands. Despite a challenging year, we achieved an 84% participation rate and 60% engagement.

The results highlighted areas of progress, including improved local communication from leaders, with 81% of employees stating that their line manager provides the information needed for success, a 13% increase from previous surveys. Additionally, 81% of employees reported that their line manager communicates change effectively, marking a 28% improvement. The survey also identified opportunities for further improvement, such as creating a more motivating environment with greater growth opportunities, informing our focus for 2025.

## Making a difference through charitable giving

In 2024, Acacium Group colleagues demonstrated exceptional generosity, raising over £14.5k through various fundraising initiatives and volunteering 650 hours to support charitable causes. Their efforts included suicide awareness webinars, a charity yoga class and the annual Acacium Group Hike to Ben Lomond, all in aid of Mind, our group charity for the year.

Offices across the organisation hosted fundraising events, from coffee mornings and Movember campaigns to silent discos and golf days, supporting charities such as Street Vets, Macmillan Cancer Support and Direct Relief.



Ben Lomond hike

# People

## Learning and development

### Professional development at every stage

In 2024, we continued our commitment to professional development by supporting employees and managers in advancing their skills through apprenticeship qualifications. A total of 40 employees embarked on Level 2, 3, and 4+ apprenticeships in areas such as people and operations management, data and AI, business administration, coaching, finance, HR and dietetics. Additionally, 18 managers successfully completed qualifications, including Senior Leader Level 7 and Team Leader Level 3, equipping them with enhanced leadership capabilities to drive organisational success. These initiatives reflect our dedication to fostering a highly skilled workforce and supporting long-term career growth.

"I am grateful for the tremendous support I receive from my manager. Their encouragement has been pivotal in my career progression, allowing me to acquire new skills and drive towards future promotions. The best advice I can offer for career development is to cultivate a teachable mindset and a strong desire to achieve excellence. Embrace learning opportunities and stay open to growth!"

*Jaime-Lee Daniels*

**Candidate Attraction Team Leader in  
South Africa, Pulse**

### International award recognition

Acacium Group proudly secured gold and silver at the 2024 International Business Excellence Awards, recognising our commitment to empowering internal teams through organisational development and learning initiatives. By investing in workforce training, leadership development and learning programmes, we've created an environment where teams can thrive.

**£713,380**

gifted through apprenticeship  
levy funding

**40**

employees undertaking  
an apprenticeship

**79%**

of employees believe their line manager  
provides actionable feedback on  
their performance

## People

### Learning and development

#### Professional development for healthcare candidates

We facilitated Continuing Professional Development events on *Understanding Mental Health and Building Resilience* for candidates working in healthcare roles, including managers, nurse leads, nurses, clinical leads and doctors. These sessions equip healthcare professionals with essential knowledge and tools to safeguard their own mental health while supporting colleagues and patients effectively.

#### Apprenticeship Levy gifting programme

Due to the scale of our apprenticeship programme, we've been able to promote training and learning beyond our organisation. Acacium Group is committed to empowering individuals and strengthening communities through our Apprenticeship Levy gifting programme, gifting £713,380 to 27 health and social care organisations in 2024.

"We are incredibly grateful for the Acacium Group's support through their apprenticeship levy contribution. This investment will enable Spark2Life to strengthen our ability to share powerful stories of transformation and raise awareness about our work to prevent serious youth violence. Together, we are building a future where young people are empowered to thrive and lead positive change in their communities."

*Despina Bardosi*

Business Development Director, Spark2Life



Spark2Life charity

### Spark2Life: Transforming lives through mentorship and training

Operating across London and Kent, *Spark2Life* is a Black-led, community-driven charity dedicated to preventing harm and promoting life. Through trauma-informed mentoring, counselling, and professional training, the organisation works to reduce offending and exclusions, providing vital support in schools and communities.

*Spark2Life's* services include employability assistance, mentoring programmes and professional development courses for carers and practitioners. These initiatives equip individuals with the skills, confidence and opportunities needed to make positive life choices, fostering safer and more inclusive communities.

# People

## Diversity and inclusion

As a global business, we value diversity's importance for our people, clients and service users. Recognising the strengths in our different perspectives, skills and experiences, we remain a business dedicated to creating a culture where our colleagues have a strong sense of belonging.

### Equality, diversity and inclusion training

Employees participated in almost 1,700 hours of training covering diversity awareness, unconscious bias training and targeted workshops to upskill managers while coaching under-represented future leaders.

### Diversity and inclusion impact programme

Around 150 managers and leaders took part in our Diversity and Inclusion Impact programme, designed to equip them with the skills and behaviours necessary to build inclusive teams, attract diverse talent and ensure equitable interview processes.

### Under-Represented Talent Programme

Xyla, part of Acacium Group, launched a new coached Under-Represented Talent Programme to empower colleagues from Under-Represented diverse ethnic backgrounds who aspire to leadership roles. This initiative supports their career progression and helps them achieve their ambitions. Setting this programme apart is its unique approach of being developed by those attending, embodying the principle of 'Diversity by Design', being guided by the participants' insights and needs.

## Inclusive hiring improvements

Building on the success of anonymous CVs and our gender bias tool, both of which contributed to an increase in candidate pool diversity in 2023, we focused on improving our interview processes in 2024.

Through our inclusive hiring initiatives, we are proud to report that our candidate pool is more diverse than ever. While Black representation in the UK population stands at 3.3%, 20% of our applications have come from Black backgrounds. Similarly, Asian representation is 7.5%, yet 28% of applications have come from Asian backgrounds. This progress reflects our commitment to attracting talent from diverse ethnic communities.

"We all need sponsors. Sponsors are those people who will say your name in rooms which you do not yet have access to. I have always been blessed to have divinely appointed sponsors along my journey, but it is perfectly reasonable to seek out sponsors. The value of mentors and coaches cannot be overstated especially if you are facing systemic barriers or other professional challenges and you need help to navigate these."

*Nicola Ellis-Webb*

**Co-Senior Sponsor of Acacium Group's Race and Ethnicity Network**



1,500

employees engaged with D&I celebrations

1,700

hours of D&I training undertaken

To create a fairer and more inclusive hiring process, we have implemented:

- **Anonymous CVs:** Ensuring candidates are shortlisted based solely on their skills and experience by removing identifying personal information that may introduce bias.
- **Interview feedback forms:** Establishing a structured process for assessing candidates objectively, aligning evaluations with key competencies to ensure fairness in selection.
- **Competency-based interviews:** Standardising interviews to focus on candidates' relevant skills and experiences, minimising subjective judgement.
- **Thomas International psychometric assessments:** Leveraging behavioural and cognitive insights to support unbiased hiring decisions and mitigate unconscious bias.
- **Competency frameworks:** Defining clear, standardised criteria for evaluating candidates, ensuring consistent and equitable assessments across all applicants.

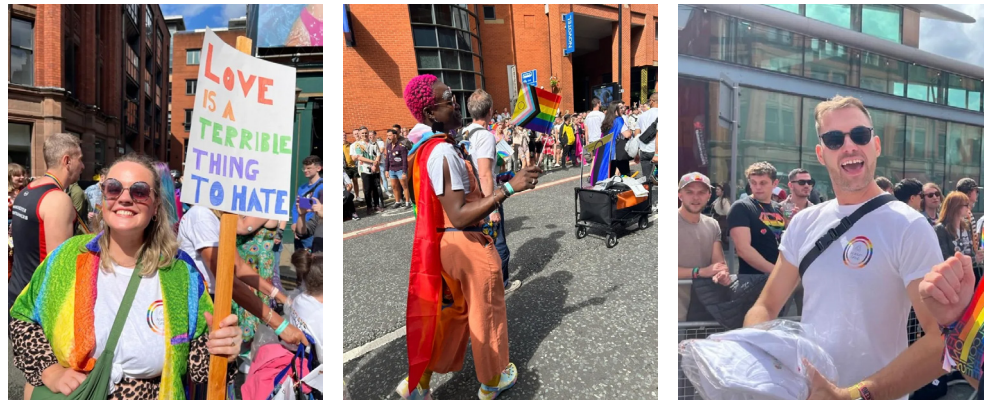
These initiatives demonstrate our ongoing commitment to fostering a workplace that is diverse, equitable, and inclusive. While these results focus on race and ethnicity, we continue to explore data on other diversity traits, such as gender and disability, to further enhance representation and inclusivity.

# People

## Diversity and inclusion

### Celebrating diversity through global events

In 2024, we hosted month-long global celebrations for *Pride and Black History Month*, featuring live events, panel discussions, and educational content from senior leaders. More than 1,500 attendees participated, generating 16,000 Viva Engage interactions. We also proudly championed colleagues representing the business at parades worldwide.



Manchester Pride

### Recognising workplace accessibility and support

In 2024, we were honoured to achieve *Level 2 of the Disability Confident scheme (Employer) and the Carer Positive Employer Award at the 'Engage' level* in Scotland, reflecting our commitment to fostering an inclusive and supportive workplace.



### Championing gender equality in independent healthcare

Extending our passion for diversity and inclusion within the healthcare sector, Acacium Group's Group Director of Service Delivery, Alex Ryan, helped establish the Independent Healthcare Providers Network's (IHPN) *Women Leaders Network (WLN)*, a dedicated initiative to support and empower women in independent healthcare leadership.

Key achievements since launch in 2024 include;

- **Expanding professional networks:** WLN has connected over 70 women through networking events featuring inspiring industry speakers.
- **Showcasing career journeys:** Steering Group discussions have highlighted leadership challenges, imposter syndrome and workplace inclusion.
- **Providing EDI support:** A practical toolkit was introduced to help organisations strengthen workplace diversity.
- **Advancing mentorship:** WLN is launching a mentoring programme to connect experienced leaders with emerging talent.



IHPN network event at our London HQ

"IHPN's Women Leaders Network is committed to playing our part achieving gender equality in the leadership of independent healthcare - working to create a supportive and empowering environment for women leaders of today and in the future."

Alex Ryan

Co-Chair, IHPN Women Leaders Network



## 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 we need to heat our homes and hospitals.*

With an ambition to be Net Zero by 2040, our primary focus has been understanding and reducing our environmental impacts and embedding and promoting sustainability throughout our global business.

### Improving data capture

The implementation of our carbon management tool and Responsible Business network has significantly enhanced our ability to manage and track carbon emissions, driving the net zero approach throughout our operations and value chain.

### Carbon emissions performance and reduction initiatives

Our efforts in 2024 have positioned us ahead of our interim carbon reduction targets and we are confident that we will continue to make positive strides towards achieving our net zero goal by 2040. Projections indicate a steady decline in carbon emissions over the next seven years, representing a year-on-year reduction.

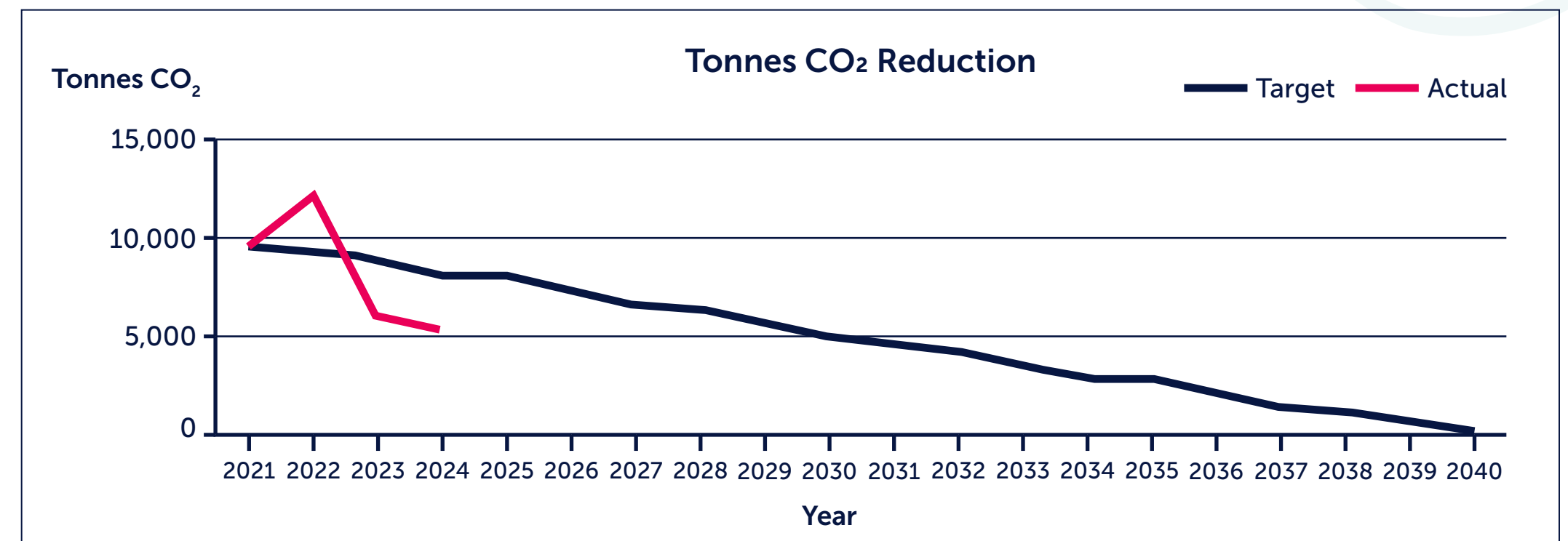
As part of our commitment to sustainability and reducing our environmental footprint, we have undertaken significant carbon reduction initiatives since our 2021 baseline year. These efforts span multiple operational areas, including real estate consolidation, energy efficiency improvements and sustainable workforce policies.

### Office consolidation for energy efficiency

Building on our strategy of streamlining operations to enhance efficiency and sustainability, we reduced our US property footprint by 30% by the end of 2024, significantly decreasing energy consumption and operational emissions. This approach aligns with our broader commitment to carbon reduction, ensuring that our workspace strategy supports our environmental goals while maintaining operational effectiveness.

**2040**  
Net zero goal

**58%**  
reduction in employee  
commuting emissions



# Healthy planet

## Sustainable workforce practices

Recognising the impact of commuting on carbon emissions, we implemented a global hybrid working policy, leading to a 58% reduction in employee commuting emissions. We actively promote low-carbon commuting options, including incentives for public transportation, cycling and carpooling programmes.

## Renewable energy commitments

As of 2024, 70% of our UK locations have transitioned to renewable energy sources, strengthening our commitment to sustainability. This progress has been made possible through proactive engagement with landlords, encouraging the adoption of greener energy solutions wherever feasible.

## Responsible IT asset management

Our IT asset recycling programme ensures compliance with Waste Electrical and Electronic Equipment (WEEE) regulations, minimising electronic waste and promoting responsible disposal practices.

## Environmental training and certification

We conduct annual environmental and energy efficiency training sessions, engaging employees in sustainable practices. Our London headquarters obtained ISO 14001:2015 certification, demonstrating our adherence to internationally recognised environmental management standards.



# Governance

*Responsible decision-making is key to achieving our objectives, supported by fair and transparent governance across the Group.*

**Acacium Group's Holdings Board oversees the governance structure with its membership of executive directors, investors and non-executive directors.**

Our Chief Financial Officer (CFO) is responsible for all governance matters, including oversight of Responsible Business. The Senior Operations Board (SOB) is our Group's senior executive body. It is made up of the Chief Executive Officer (CEO), CFO, and Chief Operating Officer (COO) for each of the five divisions, in addition to the leaders of our global central functions (Technology and Delivery, Legal and People, Service Development, Corporate Development and Clinical Governance).

Regular reporting and reviews take place between the SOB and each division within a standardised format and framework. We also hold bi-monthly governance sessions covering data security, clinical risk and compliance, which feed into the SOB. Each division and function operates its local governance in the context of Group delegated authorities and policies, with central oversight to monitor compliance.

In conjunction with the SOB, our Responsible Business Committee oversees development and implementation of our responsible business strategy. The Responsible Business Committee reports to the SOB and the Audit and Risk Committee, with representation from across the

Group functions and divisions from the UK and the US. The committee's purpose is to assist the SOB and the Board in overseeing our commitment to being a trusted, accountable and responsible business.

## Specifically, the committee:

- Provides oversight, direction and support for our strategies and plans relating to the Group operating as a responsible business including the responsible business strategy, environmental strategy and net zero pathways and plans.
- Provides input and support into the People strategy to ensure that stakeholder demands regarding responsible business are considered.
- Provides oversight and challenge on those activities which impact our behaviour and reputation as a trusted, responsible business.
- Considers the Group's Responsible Business Report in detail and recommends it to the SOB for approval before it is signed off by the Board.
- Reports to the SOB on matters for which the Responsible Business Committee is responsible, escalating issues and making recommendations to the SOB where appropriate to do so.

- Acts as a conduit between our Responsible Business employee networks and the Acacium Group senior management team.

## Our policies and procedures

Responsibility is at the heart of everything we do – integrating environmental, social and ethical considerations into our strategies and decision-making processes.

To achieve this, we prioritise responsibility across different areas of our business, supporting a wide range of stakeholders, whether building enduring relationships with our customers and suppliers, ensuring we attract an increasingly diverse and inclusive workforce or investing in and listening to our people.

## Whistleblowing

We value integrity. If a colleague has concerns that the law or our policies or procedures are not being followed or that they feel contravenes our values or behaviours, our whistleblowing policy sets out how their concerns can be raised confidentially without fear of repercussion, including access to an independent helpline.

# Governance

## Preventing bribery and corruption

We do not tolerate bribery and corruption. Our antibribery, solicitation, and gifts policy applies to all Acacium Group businesses and employees. All employees and workers must complete anti-bribery and corruption training annually to ensure all business parts are aware of their responsibilities regarding charity donations, sponsorships, facilitation of payments, gifts, and hospitality.

## Information security and data protection

As a global business, we are powered by data. Protecting this data, whether it belongs to our people, customers or service users, is a core priority. We maintain the highest standards of information security with protocols, policies, and security mechanisms to protect the privacy of those we support and work with. Our data protection officers and their UK and US teams lead data protection standards. These teams monitor the latest data protection legislation and, more broadly, control who has access to personal data, who we share it with, how we use it and what we collect.

We regard the fair and lawful processing and correct treatment of personal information (including sensitive personal data) as crucial to the success of our operations and partnerships. It allows us to maintain confidence between our business and those with whom we work, including our customers and service users. We fully endorse and adhere to the data protection principles set out in our Data Protection Policy and Information Security Policy. These policies ensure we treat personal information correctly in accordance with the law. Personal

data, sensitive personal data and sensitive medical data are subject to specific security controls set out in our Information Security Policy.

## Artificial Intelligence (AI)

In 2024, Acacium Group implemented a comprehensive AI Governance Framework, embracing an ethics-by-design approach to ensure responsible and transparent AI development. As part of this initiative, we established an AI Policy and a set of AI Principles crafted to align with legal requirements and best practices across the various jurisdictions in which our businesses operate. These guidelines provide a structured, informed and consistent framework for AI adoption within Acacium Group.

AI governance is overseen by the AI Policy Steering Group and the AI Adoption and Deployment Forum, both of which play a crucial role in maintaining compliance with the AI Policy and Principles. Their responsibilities include conducting risk assessments, guiding use case adoption and developing training programmes to ensure AI is integrated effectively and ethically throughout the Group.



## Training

In addition to cyber security and data protection training, all colleagues are required to complete Legal and Ethical Business and Harassment and Conduct at Work modules each year. We supplement annual Information Security and Protecting Against Executive Impersonation training with regular phishing simulations for all employees.

# Governance

## Oversight and security standards

Oversight of our information security takes place through bimonthly governance sessions, which are fed into the Senior Operations Board. Our dedicated information security team is responsible for managing cyber security risks for the Group and its businesses and ensuring our organisation is compliant with information security standards and certifications worldwide.

These rigorous standards safeguard us from potential threats, enable us to respond to cyber security-related incidents, and ensure our teams are trained and educated on staying safe within the cyber environment. Acacium Group has adopted and maintained the ISO27001 certification, a risk-based international standard for information security management systems.

Catering to the UK market where we are headquartered, we have also secured certifications in Cyber Essentials and Cyber Essentials Plus to align with the government's compliance-based public sector contracts. We are proud to have exceeded the NHS Data Security and Protection Toolkit standards, ensuring we meet NHS standards for digital solutions. We ensure appropriate protections within our supply chain by assessing and scoring suppliers on the security they have in place and ensuring third-party suppliers are automatically required to complete mandatory Data Protection Impact Assessments.

## Clinical governance and patient safety

The safety of our patients and staff is of the utmost importance, and we secure this by delivering seamless, integrated healthcare services underpinned by a strong governance framework and mandatory health and safety training. With c140 clinicians in our management team, our dedicated clinical governance function safeguards services through robust clinical pathways and rigorous risk management.

This area is led by our Global Clinical Director, who has over 25 years of experience in clinical governance and risk management across both NHS provider and commissioner roles. Our commitment to continuous improvement has created a culture of excellence, helping us to achieve the highest regulatory accreditations. We ensure robust clinical governance through our Medical Advisory Groups, which provide specialised clinical approval for our processes and services. Additionally, our Quality & Safety meetings ensure that each division consistently operates according to our clinical standards.

Our services are subject to regular internal and external audits to maintain adherence to stringent standards. Our established risk management framework is covered at every investor board meeting and at bi-monthly internal reviews. All internal and external audit results are reported to the Audit and Risk Committee.

In the UK, we provide five services regulated by the Care Quality Commission (England) or equivalent bodies in Wales, Scotland and Northern Ireland (where ratings are 'pass' or 'fail'). In the US, our Favorite business is similarly dedicated to providing quality patient care and has the Joint Commission's Gold Seal of Approval. This credential is granted to healthcare organisations that consistently comply with its rigorous standards.



Clinical Governance mock inquest

# Governance

## Modern slavery

We conduct an annual modern slavery risk assessment across our supplier base. Where it is felt that the potential risk is not adequately dealt with through existing contractual terms, we work with suppliers to understand their processes and controls and to ensure that our contractual arrangements are refreshed to be fit for purpose. Modern slavery is one aspect of our ongoing supply chain risk assessment process to ensure that our values and responsible business commitments are reflected in our purchasing decisions.

## Engaging with our candidate workforce

Robust stakeholder engagement is the cornerstone of responsible business and we recognise that the healthcare sector is facing multiple pressures relating to supply and demand. By understanding workforce engagement and satisfaction drivers and challenges, we focus on addressing underlying issues. By improving candidate experience and sharing our experience data, we can help clients improve the worker experience and address operational challenges.

The Group runs a comprehensive workforce experience programme through our Viewpoint tool. Viewpoint is a Qualtrix-based feedback platform that seeks a deeper understanding of our candidates' experience. With insights from health and social care professionals working on the front line, this data equips providers with the knowledge they need to create better environments for the people who work for them, securing better outcomes for the people they care for.

To date, Viewpoint has collected feedback from c190,000 workers, clients and service users. This resulted in more than 10,000 follow-up actions being raised and responded to improve the workforce experience.

## Health and safety

We recognise that supporting a healthy, motivated workforce and safe working environment is the right thing to do, reduces sickness absence and increases retention rates. Our health and safety management system incorporates processes and procedures to manage identified risks effectively. It ensures compliance across the Group, giving our people a safe and comfortable working environment. All accidents, near misses, and cases of work-related ill health are recorded in our online risk management information system (DATIX) and investigated in line with our Incident Reporting Policy.

We ensure adequate and effective training is in place for fire wardens, first aiders, and our health and safety champions, all of whom help us deliver a healthy and safe culture in our places of work. Health and safety updates are communicated to our colleagues through our usual communication channels, including our newsletter and internal intranet. Health and safety performance is monitored and reported to our Senior Operations Board via governance and business reviews. Data is analysed for trends to ensure continuous improvement, helping us positively influence behaviours to provide a safe working environment for all.

# Acacium Group by numbers (full year 2024)

Metric	Total (Global)
People	
Total employee headcount as of Dec 2024	2718.2
Gender Pay Gap (UK employee data only)	
Mean pay gap	25.5%
Median pay gap	19.4%
Mean bonus gap	57.8%
Median bonus pay gap	37.8%
Proportion of women receiving bonus	58.7%
Proportion of men receiving bonus	74.2%
Proportion of women on the Board	37.5%
Proportion of women on the Senior Operating Board	38.5%
Employee survey response rate	84%
Percentage of employees who understand how the company is taking action to be a socially and environmentally responsible business	66%
Percentage of employees who feel they are making a positive difference to customers, communities and society	83%
Social value	
Charitable donations (incl. Apprentice Levy gifting)	£150,177
Volunteering hours	1232 hours
Social value	£10,181,274
Planet	
Scope 1 emissions	449 t CO2e
Scope 2 emissions	827 t CO2e
Scope 3 emissions	7,192 t CO2e
Total emissions	8,468 t CO2e
Total emissions reductions (scope 1, 2 and 3 location-based) from baseline year 2021	- 52%

*If you have any questions about the Responsible Business Report,  
please contact [info@acaciumgroup.com](mailto:info@acaciumgroup.com)*