

s|three

# ESG Impact Report 2023



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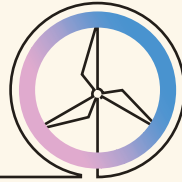
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# Empowering a sustainable future



Throughout 2023 we continued to demonstrate the resilience of our business model and the strength of our strategy during a challenging economic backdrop. As we navigated through periods of transient market conditions, we did not lose sight of our ESG commitments and I am proud of the work we have achieved over the past year.

We have continued to not only make progress against the clear ESG targets we set in 2019, but we have strengthened our ambitions through setting net zero targets in the first half of 2023. With the target to be net zero before 2050 we have set both long and near-term targets verified by the Science Based Target initiative ('SBTi'). This complements the work we do every day to source green skills for clients as they embark on their own net zero journeys, and we are delighted to have achieved our target of doubling the share of our global clean energy business ahead of the target date of FY24.

We continue to strive in taking meaningful action to diversify the STEM talent pipeline, and to deliver social impact through this work. Our Elevate Careers programme partners with clients, education, industry bodies and non-profit organisations to empower people to access STEM career pathways. In 2023 over 2,700 people accessed our programme and we funded membership and scholarships for 3,700 women to access Women Who Code, one of our non-profit partners.

Delivery of our strategy is underpinned by our own internal talent and in 2023 we welcomed our new Chief People Officer to the business to support our evolution as an employer of choice. As a result we spent more time listening to our colleagues, utilising engagement tools and commenced work to improve our data. We used these insights to inform key priorities within our People strategic pillar and have a clear plan regarding People experience, performance and DEI for 2024.

As we look ahead, global market conditions remain challenging and uncertain. However, with deep expertise in STEM talent we will continue to address clients' skills demand, support diverse hiring needs and meet sustainable supplier requirements. These are core components to successfully deliver a clear strategic vision which gives us confidence in our sustained success.

**Timo Lehne**  
Chief Executive Officer

Lives positively impacted  
**25,725**

Since 2020 we have monitored our ESG performance against key targets that align to the area’s most material to our business, reflecting our business model and stakeholder priorities.

Our ESG targets contribute to the success of our business, aligned with our strategic pillars. In addition, we undertook analysis to understand the UN Sustainable Development Goals (‘SDG’) that we can impact. We then aligned our strategy to deliver relevant outcomes to the targets and indicators established within the SDG framework.

**To positively impact 150,000 lives by 2024**

**Doubling the share of our global renewables business by 2024**

**Reduce scope 1 & 2 emissions by 77% and absolute scope 3 emissions by 50% by 2030**

**We aspire to increase representation of women in leadership to 50/50**

### Progress

**114,466** lives positively impacted by SThree since 1 December 2019.

**142%** growth in our clean energy business net fees since FY19 (baseline year).

**31%** increase in scope 1 & 2 and **12%** reduction in scope 3 in FY23 from 2019 (baseline year).

**39%** women in leadership positions\*.

### FY23 activities

**15,292** accessed decent work through SThree placements.

**28%** growth in our clean energy business net fees YoY in FY23.

**8%** carbon reduction in absolute emissions in FY23 in comparison to FY19.

**47** women participated in our leadership talent development programme Identify.

**431** accessed our career support programme.

**2,754** existing and aspiring STEM professionals accessed Elevate Careers programme with coaching and mentoring support provided by SThree.

**6,607** lives impacted through community initiatives.

**641** lives positively impacted through other initiatives.

### Alignment to strategic pillars

Our Position

Our Places

Our Platform

Our People

Our People

### Sustainable Development Goals



\* In FY23, we reviewed our definition of women in leadership and aligned it to the FTSE Women on Boards Leadership index/recommendation which defines leadership as Executive Committee and Executive Committee minus one (excluding administrative roles). As of FY23, SThree adopts this definition, and our data is reflective of this within this report.



# Environmental

Bringing skilled people together  
to tackle climate change

2023 key outcomes:

**970**

placements in  
clean energy

**8%**

reduction in carbon  
emissions since 2019

**142%**

growth in our clean energy  
business since 2019

**1,003**

hours of volunteering in  
environmental projects





# Building the future



**Throughout 2023 we continued to evaluate the impact climate change will have on SThree and our stakeholders, and the impact our value chain has on the environment. Although we have seen world events requiring immediate responses, we recognise the need to take action now to manage climate change in the future.**

Through climate-related scenario analysis we have identified both climate risks and opportunities, which are detailed in the TCFD section of our [Annual Report](#). This assessment has also established key priorities and areas of focus.

## Taking action

In 2023 we continued to make progress in minimising our environmental impact. We set net zero targets, verified by the SBTi. We saw our carbon emissions reduce by 8% from our 2019 baseline year which was slower progress than we anticipated. This was partly impacted by a step change in data availability in 2023 and our move to a new carbon data management platform.

Climate risks and opportunities continue to inform both strategic and financial planning. With oversight from our ESG Committee we continue to take the mitigation measures outlined in our TCFD report.

## The green skills that will build the future

STEM skills continue to play a growing role in decarbonisation which was outlined again last year throughout COP28. In 2019, we set a target to double the size of our clean energy business. It has grown by 142% since then with clean energy placements now contributing 10% of our total net fees. Decarbonisation, and the skills gap to achieve net zero, is therefore one of the most material megatrends impacting SThree. McKinsey estimates 202 million new jobs may be needed to deliver net zero by 2050 and the LinkedIn Green Skills Report 2023 estimates the need for green skills is running at double the pace of green talent entering the job market.

In addressing the green skills gap we see opportunities to facilitate a just transition to a sustainable, inclusive economy, by addressing employment inequalities. In this way, we can deliver social impact alongside environmental impact. In 2023 we continued to provide green skills development opportunities as part of our Elevate Careers programmes. 308 women attended workshops delivered in partnership with organisations promoting green careers.

We bring skilled people together to build the future. Empowering a just transition, while addressing the skills gap, demonstrates our purpose in action.

### Gemma Branney

Global Director of Purpose and Inclusion

# Science-based targets

For over a decade SThree has been committed to climate action through reducing our carbon footprint and carbon offsetting. In 2018 we set our first carbon reduction target aligned to climate science which we achieved ahead of time. In April 2023 we strengthened our commitment when we set targets verified by the SBTi.

### Long-term targets

SThree commits to reaching net-zero greenhouse gas emissions across the value chain by 2050. Aligned to the SBTi net-zero standard, this commitment is a long-term target to reduce absolute Scope 1, 2, and 3 greenhouse gas ('GHG') emissions by 90% by 2050 from a 2019 base year.

### Near-term targets

- Reduce absolute Scope 1 and 2 GHG emissions by 77% by 2030 from a 2019 base year.
- SThree commits to increasing annual sourcing to 100% of electricity from renewables by 2030 from 28% in 2019.
- Reduce absolute Scope 3 GHG emissions by 50% by 2030 from a 2019 base year.



As a STEM staffing specialist we are committed to being led by climate science and our net zero targets reflect this. It is important that we set both long-term net zero targets as well as near-term targets to ensure we make immediate progress in decarbonising our business.”







Andy Beach  
CFO and Executive Sponsor of Climate Risk

# Our transition to...



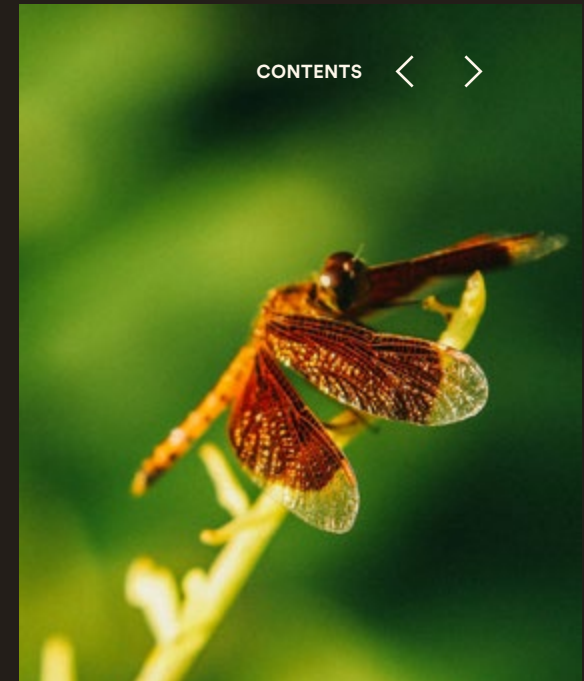
SThree has had climate science aligned targets since 2018 and this year we announced Science Based Target initiative verified near-term and long-term net zero targets. We are committed to transitioning to a net zero business. The transition to net zero will take time. Our commitment is to take action today by implementing carbon reduction activities.

# Net Zero

	2024	2030	2050
<b>Scope 1 &amp; 2 targets</b>			<b>Net Zero</b>
 <b>100% clean energy</b>	Utilising our new property criteria to open SThree's first net zero operating office in Glasgow.	Agreements in place with all landlords to procure 100% clean energy and utilise self-generating technologies where possible.	<p>By 2050 the megatrends accelerating the demand for STEM talent will be reflected in how we operate. The speed of change which our STEM placements facilitate will build a future where:</p> <ul style="list-style-type: none"> <li>the energy sector will be transformed, utilising low carbon technology to power our offices;</li> <li>the travel sector will be decarbonised and clean vehicles will dominate how we travel;</li> <li>metaverse technology will influence how people work, come together and collaborate, impacting offices, commuting and travel; and</li> <li>the world is changing and SThree is providing the STEM talent that will create a net zero world for our business.</li> </ul>
 <b>100% clean car fleet</b>	30% car fleet hybrid or electric.	100% car fleet clean fuelled.	
 <b>Clean office portfolio</b>	At least seven offices will be reviewed utilising our clean property selection criteria.	All offices will be reviewed utilising our clean energy criteria.	
<b>Scope 3 targets</b>			
 <b>Low carbon travel</b>	Introduce and embed a travel platform that helps influence behaviour change.	Reduce emissions from travel by 50% through low carbon travel options and remote collaboration technology.	
 <b>Colleague commuting and working from home</b>	Commence an audit of green commuter benefits to identify new opportunities.	Office portfolio to reflect clean commuting with active travel facilities and transport connections. All offices will be reviewed using our clean office selection criteria.	
 <b>Decarbonise our supply-chain</b>	Engage top 20 high emitting suppliers in carbon reduction targets.  Commence the implementation of supply-chain data management within digital transformation.	Achieve 50% reduction in supply-chain emissions through influencing strategic suppliers and reducing consumption.	



# 2023 carbon reduction



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## Taking action today

We are committed to transitioning to a net zero business and know this will take both time and innovation. We want to do the right thing whilst we transition and this means measuring and offsetting our scope 1 and 2 carbon emissions whilst we implement our net zero transition plan.

Since we launched our partnership with Earthly in 2022, SThree has supported projects to remove over 4,000 tons of carbon from the atmosphere. This includes funding reforestation in Kenya, planting mangroves in Madagascar and peatland restoration in Indonesia.

In 2023, SThree colleagues voted to support the Peatland Protection & Restoration Project in Sumatra. The project brings back to life degraded peatlands by protecting and rewetting which prevents the release of over 2.6 million tons of CO<sub>2</sub>. The peatland is home to over 10 endangered species and 19 vulnerable species.

The project also positively impacts the surrounding community with the aim to have 80% of its field staff from nearby communities, of which 25% will be women. This project therefore positively impacts lives whilst delivering environmental outcomes.



**“As we transition to a net zero business we know we need to take action today for our planet. We are offsetting our emissions as a short-term measure whilst we decarbonise our business.”**

**Timo Lehne**  
Chief Executive Officer



# Social

**Building an inclusive workforce for the future**



Active listening has been a key part of our People Strategy in 2023. We have invested time in better understanding our colleagues, and our wider stakeholders. We understand our role in empowering others to build the future, through providing access to and nurturing diverse talent both within our business but also across the wider STEM ecosystem.”

**Sarah Mason**  
Chief People Officer



**39%**

women in leadership

**43**

eNPS score

**2,754**

participants joined Elevate Careers

**3,094**

hours of volunteering

# Strengthening our understanding

### Employee engagement

We want to make SThree an employer of choice so our employee net promoter score is a key metric in measuring progress. We utilise an employee engagement tool, Peakon, which ensures we can capture colleague feedback, identify areas of improvement across people experience and benchmark our levels of engagement across professional services. In 2023 our eNPS was 43 (51 in 2022), remaining in the upper quartile for professional services within our engagement platform Peakon. In addition, in 2023, we delivered 12 focus groups to better understand the experiences of our people.

### Improving insights through data

This year we launched an internal DEI data project which will ensure we respond to the requirements within the Parker Review. In 2023 we undertook an assessment of legislation and cultural differences across our diverse markets, to better understand the barriers which may prevent diversity data collection.

As a result we have adopted a phased approach to diversity data collection and in 2023 we asked our colleagues in the UK and US to voluntarily self-identify their ethnicity. We have joined membership organisations, Investing in Ethnicity and Data Meets DEI, to strengthen our knowledge of best practice to help us improve data collection and engagement.

In 2024 we will continue to identify opportunities to expand diversity data collection across our markets, ensuring we adhere to local legislation and government guidance. Through strengthening our understanding of ethnicity in our business we will be well positioned to set an ethnicity target as outlined in the Parker Review.

### Building internal communities

Across SThree over 150 colleagues support the delivery of our strategy through building internal communities. This includes Employee Resource Groups, advocate communities and ambassadors. These communities build awareness of ESG and DEI topics, delivering community engagement opportunities and enhancing our culture.

Our Women's Network in the Netherlands was created to help women break down barriers, build confidence and thrive in corporate settings. This includes running a mentorship programme and personal development sessions, such as Political Savviness, to empower women with the skills and confidence to direct their career. In the summer, 135 women joined our upskilling event where our recently promoted Managing Director for the Netherlands and Spain shared her experiences including being part of our women in leadership programme, Identify, in 2017.



**Through our network, we aim to empower women to overcome challenges, break down barriers, and thrive in their professional lives. Our commitment to building a strong and enduring community ensures that women can access continuous support, mentorship and opportunities throughout their careers, enabling them to achieve their highest aspirations and make a lasting impact in their chosen fields.”**

**Annemarie Wuthrich and Joyce Benninga**  
Women's Network Leads

# Developing our future leaders

In 2019 we set an ambition to achieve 50/50 representation of women in leadership. In 2023 we reviewed our definition of leadership and aligned this with the FTSE Women Leaders, ensuring we report to best practice standards and set targets in accordance with the FTSE Women Leaders recommendations, alongside the FCA rules on diversity reporting.

On 30 November 2023 our women in leadership was as follows:

	ExCo	Exco + Exco -1 (excluding admin)
Men	73%	61%
Women	27%	39%
Not specified	0%	0%

## Empowering women into leadership

Identify, our talent accelerator programme, develops women at SThree who have potential to become future leaders. Identify develops emerging talent by providing external mentorship and learning courses. This year we launched our third cohort with 47 women participating in Identify. Together participants benefited from over 274 hours of mentoring and 618 hours of training.



**Identify was a full introspection experience. Within my time, I had the opportunity to share and learn from really different people, a true time of reflection on my career, my purpose, myself and my future. The internal and external speakers were truly inspiring and gave me a real impact on my day to day. I feel now more confident with myself and more equipped to face our tomorrow challenge."**

**Celia Dulhoste**  
Business Manager,  
Real Staffing Paris



**First, the female leaders in my Identify group, The Great 8, are amazing! They are all a highlight of my career at SThree now. Being in Identify has brought out my inquisitiveness to network proactively with my Identify team and with others in our company when I need support, someone to challenge or strategise with me, or share something great that happened. I feel part of the larger organisation outside my office."**

**Carrie Giles**  
Associate Director,  
Progressive Recruitment Houston



**I was excited to be accepted into the Identify programme for the opportunity to network and grow with women across the globe. What I didn't anticipate was the level of development and support I would receive through the roundtables, training cohorts and meeting opportunities! I can truly say this programme has changed the way I think, the way I lead, and the person I am – both professionally and personally."**

**Christen Roberts**  
Associate Director,  
Progressive Recruitment Houston

# Enabling our people to perform at their best

41,264

hours spent on digital learning

61,900

learning courses completed

20,260

hours spent on instructor led learning

268

leaders completed our Leading with Purpose programme

## Elements evolution: leveraged by feedback

Our onboarding programme, Elements, won awards at the Learning Technologies Awards, the Learning Excellence Awards and the Brandon Hall Awards in 2023. This year we have utilised feedback from new starters and managers to refine modules and simplify learning journeys, including implementing face-to-face sessions aligned with our hybrid working policy.

In the Netherlands we complement Elements with Purpose in Action lunches, where newly hired colleagues come together to hear from leaders and volunteer for good causes. Since launching this programme in 2022, over 150 colleagues have volunteered 398 hours through these lunches.

## Unleashing sales excellence through Manager Blueprint

This year, to enhance productivity, we introduced the Manager Blueprint. It serves as a performance framework, distilling the pivotal responsibilities of a manager and providing sales managers with a streamlined set of tactics, tools and tips to lift their performance and contribute to the success of their teams. The Manager Blueprint is a perfect extension to our existing Sales Blueprint programme and is helping to increase productivity across the business.

# Our mission to diversify STEM talent

Elevate Careers is our social impact programme that brings together the expertise of our recruiters and clients to support people from diverse backgrounds who often face barriers in their STEM career. This year we partnered with 39 clients, delivering activities that positively impacted the career paths of 2,754 people.



**In the US we partnered with Dell Technologies' Women in Action Employee Resource Group to host a session with 150 of their employees. Through the session we empowered women to think about how they build a network and elevate themselves as key STEM talent. This is just one of the ways that we are elevating careers."**

**Elizabeth Lam**  
Global Purpose and Inclusion Programme Manager

SThree plc



## Women Who Code

This year, as part of Elevate Careers, we launched a global partnership with Women Who Code, a non-profit that works to empower diverse women so they can excel in technology careers. In collaboration with our clients, SThree provided resume and interviewing advice, insights on how to advocate for your career and upskilling on technical skills.

In 2023, in partnership with Women Who Code, we provided programming to 1,239 women and donated £86,000 to fund scholarships and conferences for 3,700 women.



**As a neurodivergent person, I always appreciate people sharing how they advocate for themselves. It's something that can be challenging to navigate."**

Elevate Careers UK participant,  
June 2023



**This is the most helpful, transparent webinar for career transition I've heard."**

Elevate Careers USA participant,  
October 2023

# AND Digital

**AND** Digital



In 2023, we grew our partnership with our client, AND Digital. Through close collaboration we identified that AND Digital shares our mission to close the gap for women. AND She Can is a programme established by AND Digital that inspires girls and women to consider a career in technology, by providing real insights into tech careers, guidance and inspiration from women role models. AND She Can aligns to our own Elevate Careers programme.



We now contribute to the AND She Can programme toolbox, we sponsor events and our colleagues provide recruitment expertise on topics such as upskilling, resume advice and how to excel at interview.



**AND Digital share our goal to diversify the tech talent pipeline and as a result we are delighted to join forces in empowering more women and girls to consider tech careers. Through working in partnership we can elevate our impact and ensure SThree is supporting AND Digital to address their talent requirements not only today but in the future.”**

**Danielle Jackson**  
Recruitment Consultant

## Leeds Digital Festival

At this year's Leeds Digital Festival, SThree hosted You're Hired!, an event in collaboration with Leeds Building Society. Our expert panel provided valuable insights into the digital landscape for job seekers, including those re-entering the job market.

During the event we reviewed CVs and offered advice to ensure attendees were well-prepared for today's job market. 18 participants also had the opportunity to enhance their interview techniques through mock one-to-one interviews.



**Having met the consultants and interviewers at the event, I feel like they're people I could talk to again and pick their brains. It's been really valuable to have the opportunity to talk to people who either work in the industry or have knowledge about the industry, and they've all given me feedback on next steps.”**

**Ceri Vaughan**  
Leeds Digital Festival attendee

# Our community

25,725

Lives impacted

3,094

Hours volunteered

90

partners

£119,025

Financial contribution

982

Gift in Kind beneficiaries



Our colleagues have a strong ethos of doing good. Their passion and energy to give back to their local communities through fundraising, donating items, skills sharing and using their 40 hours of paid volunteer leave transforms communities and creates a better future for everyone.”

Francesca Greaves  
Global Purpose and Inclusion Manager



# Social Impact in Action

## Empowering social mobility in the UK

Since 2017, SThree have worked closely with Aleto Foundation, a UK social mobility charity that delivers leadership programmes and mentoring that creates a path for underrepresented groups on to the corporate ladder.

In 2023, SThree colleagues from the UK and Belgium volunteered their time to interview 42 young people for Aleto's flagship Summer Leadership Programme. As recruitment experts, our people used their skills and knowledge to bring out the best in each candidate at interview and provide valuable feedback that ensures the right candidates join the programme.



**To achieve our aims of developing the next generation of leaders, we need partners who share our vision. SThree's commitment to helping us identify and nurture the next generation of leaders from underrepresented backgrounds is truly inspiring. Through your dedication and insight, we've been able to provide invaluable opportunities to talented individuals who might not have otherwise had access to them."**

**David Villa-Clarke BEM**  
Chief Executive, Aleto Foundation

# Supporting refugees to find careers



For two years we have partnered with Forward Inc, a Netherlands-based charity devoted to helping refugees pursue their entrepreneurial dreams. They achieve this by empowering participants to launch, grow, fund and sustain their own businesses.

This year 21 SThree colleagues volunteered over 76 hours to mentor refugees on the programme. Our mentors were matched with budding entrepreneurs to offer guidance on everything from concept development and becoming pitch-ready to implementing marketing strategies and scaling their businesses.



**Working through the Forward Inc programme has been refreshing whilst giving the opportunity to play an integral role in the development of someone's business. It has been a very inspiring journey."**

**Jeroen Overwater**  
Senior Key Account Manager at SThree



**SThree has been an incredible partner for Forward Inc in supporting entrepreneurs with a refugee background. The expertise of SThree colleagues on sales is a great way for our network to help focus on boosting revenues and margins!"**

**Diederick van der Wijk**  
Co-Founder and Head of Business Development, Forward Inc

Our community continued

**1 USA**

**Career Support:** Elevate Careers, in partnership with Women Who Code.

**Partners:** Women Who Code

**123** Volunteer hours  
**1,954** beneficiaries

**Environment:** Initiatives included kayak litter picks and planting shrubs in local parks.

**Partners:** Keep Austin Beautiful, Hermann Park Conservancy

**90** volunteer hours

**2 Netherlands**

**Career Support:** Mentoring programme to support entrepreneurs from refugee backgrounds.

**Partners:** Forward Inc., TIO Business School, U.V.S.V

**120** Volunteer hours  
**117** beneficiaries

**Environment:** An engagement activity that invites all new starters every quarter to take part in an environmental initiative including litter picking on canals and beach cleans.

**Partners:** Plastic Whale, Juttersgeluk

**252** volunteer hours

**3 UK**

**Career Support:** Providing CV advice and interview training to young people from underrepresented communities interested in STEM careers.

**Partners:** Aleto Foundation, Leeds Digital Festival, Women Who Code

**52** Volunteer hours  
**724** beneficiaries

**Environment:** Initiatives included collecting plastic and waste from canals, planting trees and helping to clear invasive species from riverbanks.

**Partners:** Moo Canoes, City of Trees, Meanwood Valley Farm

**365** Volunteer hours



## Our community continued



### 4 Germany

**Career Support:** Career training and coaching for refugees and young people to prepare them for the job market.

**Partners:** Joblinge, Women Who Code

104 Volunteer hours  
308 beneficiaries

**Environment:** Initiatives included litter picking in areas close to SThree office locations and cleaning up the Rhine River.

**Partners:** RhineCleanUp  
184 Volunteer hours

### 5 Belgium

**Career Support:** Eliminating inequalities and access to the labour market through mentoring and professional development workshops for young people from migrant backgrounds.

**Partners:** Duo for a Job  
41 Volunteer hours  
24 beneficiaries

**Environment:** 3,600 trees were planted with the support of SThree volunteers.

**Partners:** Jane Goodall Institute  
52 Volunteer hours

### 6 Japan

**Career Support:** SThree held a workshop for new graduates entering the job market, including CV writing and interview advice, and sharing job trends in the STEM industry.

**Partners:** Waseda University

12 Volunteer hours  
48 beneficiaries

**Environment:** Our Tokyo office has access to litter picking equipment and regularly organises clean ups in the local area.

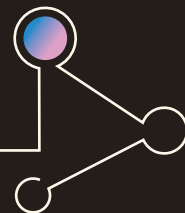
# Governance

## Building on our business ethics



Through a well-established corporate governance framework we have put in place the right policies, processes and practices to ensure our clients, candidates, employees and local communities are treated with respect and consideration across every aspect of our business.”

**Kate Danson**  
Chief Legal Officer and Company Secretary



# Partnership Working

We understand the power of partnerships and the importance of transparent reporting aligned to best practice and benchmarking. In 2023 we continued to utilise partners to strengthen our impact and to ensure we hold ourselves accountable to the highest standards. This included joining the Business for Societal Impact Framework to measure and strategically analyse our social impact and benchmark against other member organisations.

We continue to voluntarily disclose through CDP and maintained a B score in 2023, among the highest in the industry. We were also assessed for sustainability by Ecovadis where we achieved a bronze score. We continue to be a member of the FTSE4Good and we were included in the Financial Times' 'Europe's Climate Leaders' list for the third consecutive year.

# ESG Committee

SThree's ESG Committee meets quarterly to discuss strategy, policies, risks and progress against targets and strategic objectives. The ESG Committee has representatives from the Executive Committee ('ExCo'), including the Chief Executive Officer, Chief Financial Officer, Chief People Officer and Chief Legal Officer, as well as other key internal stakeholders.

Key strategic considerations for the ESG Committee in 2023 included climate risk, TCFD (Task Force on Climate-related Financial Disclosures), carbon offsetting and client engagement. The Committee instructed a double materiality assessment in the second half of 2023 which will inform our future priorities. In addition, the Committee provided oversight of actions and progress towards achieving ESG targets.

The ESG Committee provides input to the ExCo and Group Risk Committee, supplying subject matter expertise, advising on escalating strategic impact and recommending material changes as required. The ExCo reports any material changes related to ESG to the Board as required. In 2023 the Board discussed ESG-related topics on at least four occasions.



# Leadership structure

In 2021 we confirmed our commitment to target a Board with a minimum of 40% female representation and at least one individual from a non-white minority ethnic background by 2024.

While we meet the new Listing Rule targets for gender diversity on the Board, and have a minimum of 40% female representation, including Denise Collis, who is our Senior Independent Director, and is considered to hold a senior Board position, we do not currently meet the target of having at least one individual on our Board who is from a minority ethnic background (as defined by the Listing Rules). It remains the intention to add one additional Non-Executive Director, preferably from a non-white minority ethnic background, before 30 November 2024.

The following metrics set out the range of gender and ethnicity as they relate to our Board and executive management as at 30 November 2023. Executive management is considered to be our Executive Committee. The data is used for statistical reporting purposes and is provided with consent.

Further information on gender balance of those in senior management and their direct reports can be found on page 11.

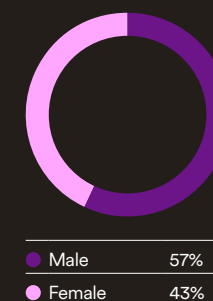
## Board and executive management gender

	Number of Board members	Percentage of the Board	Number of senior positions on the Board (CEO, CFO, SID and Chair)	Number in executive management	Percentage of executive management
<b>Men</b>	4	57%	3	8	73%
<b>Women</b>	3	43%	1	3	27%
<b>Not specified/prefer not to say</b>	–	–	–	–	–

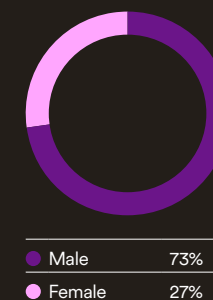
## Board and executive management ethnic background

	Number of Board members	Percentage of the Board	Number of senior positions on the Board (CEO, CFO, SID and Chair)	Number in executive management	Percentage of executive management
<b>White British or other White (including minority-white groups)</b>	7	100%	4	11	100%
<b>Mixed/Multiple Ethnic Groups</b>	–	–	–	–	–
<b>Asian/Asian British</b>	–	–	–	–	–
<b>Black/African/Caribbean/Black British</b>	–	–	–	–	–
<b>Other ethnic groups, including Arab</b>	–	–	–	–	–
<b>Not specified/prefer not to say</b>	–	–	–	–	–

## Board gender



## Executive management gender



# Strong governance to facilitate growth

## Board and Committee structure



# Policy summary

Although not fully inclusive of everything we do in this area, the following key themes demonstrate the policies we currently operate and monitor.

Policy	Key themes	Implementation	Due diligence	Reporting
<p><b>Anti-bribery and corruption policy</b></p> <p>Related policies: Global procurement policy Supplier code of conduct</p>	<p>SThree’s Code of Conduct explicitly prohibits engaging in bribery or corruption in any form, including facilitation payments.</p> <p>SThree Group-wide Anti-corruption and bribery policy describes our expected business behaviours and our commitment to doing the right thing. It outlines measures, governance and controls to mitigate bribery and corruption risk and reporting of breaches to our policy.</p> <p>Specific risks around gifts, hospitality, charitable donations, and conflict of interest are managed in separate policies and procedures.</p> <p>Our Group procurement policy and supplier code of conduct provide additional clarity on responsibilities and expected behaviours of our suppliers, employees and business partners across our value chain.</p>	<p>Our policies are available to all employees and shared during on-boarding. In FY23, we launched a new Anti-Bribery and Corruption training for all our people. Over 98% of our people have completed the course which covers general bribery and corruption risk, conflicts of interest and gifts and hospitality.</p> <p>We complete financial risk checks on key clients and suppliers which includes identifying any historic or current issues surrounding bribery and corruption. Where appropriate, we put in place a risk mitigation/corrective action plan, or we reject them if we conclude that risks are too high.</p>	<p>All employees are required to accept and adhere to the policy.</p> <p>We also monitor the conduct of major suppliers and have a right of termination in the event of non-conformance with our anti-bribery and corruption contractual requirements.</p>	<p>Policy roll-out and acceptance by email is reported back to the Group HR teams.</p> <p>Where appropriate, areas of non-conformance, measures to correct them, and any disciplinary actions, are included in internal audit reports.</p>

Policy	Key themes	Implementation	Due diligence	Reporting
<p><b>Human rights</b></p> <p>Related polices:</p> <p>Supplier code of conduct</p> <p>Global DE&amp;I policy</p> <p>Global procurement policy</p> <p>Speak Up (Whistleblowing) policy, all internal and external stakeholders</p>	<p>We respect the rights and dignity of all our people and everyone we come into contact with.</p> <p>We have embedded respect for human rights into our relevant practices and policies including Global DE&amp;I policy, Global procurement policy and our Code of Conduct.</p> <p>They set out clear values and principles for every stakeholder to adhere to.</p>	<p>Through our client and candidate engagements we ensure the right processes are in place to protect our candidates.</p> <p>We conduct checks on all our clients to ensure they meet our values and deliver regular check-ins with every contractor to ensure working conditions are as agreed.</p> <p>We include an extra level of due diligence where clients or the placement is located in a country or territory where the attention to human rights is below a level where we believe it is prudent to undertake such additional checks.</p> <p>In addition, we conduct checks on suppliers during tendering and on-boarding.</p>	<p>We have robust internal processes and formal guidance to identify, measure and address potential and actual human rights violations across our business through people surveys, supplier questionnaires and risk assessments.</p> <p>SThree’s Speak Up policy and process include explicit reference to human rights and provide a mechanism to investigate any matters raised and protect the reporter from retaliation.</p>	<p>We provide a Speak Up hotline available 24/7 to anyone who wishes to report a concern. Investigation and resolution of matters reported include those related to potential human rights violations, alleged fraud, corruption, illegal activity, bribery, criminal offences, damage to the environment, and endangering someone’s health and safety.</p> <p>We encourage anyone with a concern, whether an employee, candidate, or external stakeholder are encouraged to immediately report any instances of unethical behaviour or suspicion of malpractice through our Speak Up reporting channels including the hotline.</p>
<p><b>Modern slavery and human trafficking</b></p> <p>Related policies:</p> <p>Global procurement policy</p> <p>Speak Up (Whistleblowing) policy, all internal and external stakeholders</p> <p>Modern Slavery and Human Trafficking Statement</p> <p>Supplier code of conduct</p>	<p>Although the risk of modern slavery and human trafficking in relation to SThree is low, we monitor our supply chain to ensure we fully understand and mitigate the risk.</p>	<p>In FY23, we conducted a 360° review of our vendor due diligence to better understand what, if any, future improvements we can make to mitigate modern slavery risks in the supply chain.</p>	<p>We have processes in place to:</p> <ul style="list-style-type: none"> <li>• identify and assess potential risk areas;</li> <li>• mitigate risks occurring in our supply chains;</li> <li>• continually monitor risk;</li> <li>• protect whistleblowers, via a confidential and independent reporting process.</li> </ul>	<p>Any matter raised via the independent whistleblowing hotline is reported to our Head of Business Integrity.</p> <p>The Company’s Modern Slavery Act Statement can be found on our website.</p>

Policy	Key themes	Implementation	Due diligence	Reporting
<p><b>Health and safety ('H&amp;S') policy</b></p>	<p>The Group is committed to the health, safety and welfare of all current and potential employees.</p> <p>Key arrangements outlined in the policy are:</p> <ul style="list-style-type: none"> <li>• risk assessment;</li> <li>• work equipment;</li> <li>• monitoring H&amp;S procedures (inspection/audit regime);</li> <li>• managing third-party contractors;</li> <li>• emergency procedures.</li> </ul>	<p>Employees are inducted into the business with an H&amp;S briefing. We also provide support for our people in areas such as dependant care, absence management, flexible working, and information sharing.</p> <p>We, where required by law, extended the SThree H&amp;S arrangements to cater for employed contractor placements.</p> <p>We have a system in place that helps us bridge our H&amp;S policy with those of our clients and help to manage safety risk faced by contractors whom we place with our clients.</p>	<p>There is an H&amp;S lead in every office to ensure we continue to provide a safe place for our people and visitors.</p> <p>We encourage our contractors to act in a way that is consistent with our and the clients' H&amp;S policies.</p>	<p>H&amp;S concerns and incidents are reported to our H&amp;S leads who promptly act on mitigating these risks with the local leadership teams. Where the accident or incident involves an employed contractor follow-up investigations will take place with the client.</p>
<p><b>Data protection policy</b></p>	<p>SThree is committed to compliance with data protection and privacy laws relevant to its activities. To achieve compliance with legal requirements, SThree has assigned a global Data Protection Officer ('DPO') as well as dedicated and appropriately skilled operations resources to manage our data protection programme.</p> <p>All employees are required to complete annual training and have access to our global DPO if they require assistance.</p>	<p>Each new employee is required to complete our Data Protection course, which provides:</p> <ul style="list-style-type: none"> <li>• understanding of our policy based upon universal data protection principles;</li> <li>• knowledge of the specialist support structure they can draw upon;</li> <li>• how data protection processes are embedded within SThree businesses.</li> </ul> <p>Continuous data protection learning is provided to all employees via our learning management platform.</p> <p>In FY23, over 98% of our people completed the annual data protection training.</p>	<p>SThree conducts periodical audits of the systems and processes implemented across the Group to validate its business strategy for legal compliance and to determine whether changes in the way SThree handles personal data necessitate updating these systems and processes.</p>	<p>Policy roll-out and completion of the mandatory course as part of the SThree Academy is monitored internally. Any breaches in policy are required to be immediately reported to the Data Privacy operations team to investigate.</p>

# Continuing our journey

## 2011

Started to offset our carbon emissions

## 2016

Won APSCO Award for Excellence in D&I



## 2018

Over £1m raised over 10 years for SOS Children's Villages

Our first target to reduce our carbon emissions by 10%



## 2019

Exceeded our carbon reduction target and grew our ambition

4,000 people benefited from SThree's STEM equity programmes

## 2020

Increased volunteering leave to 40 hours

Won Sustainable Recruitment Agency of the year at the Recruiter Awards



## 2021

'Company of the Year', European Diversity Awards

Launched our partnership with Earthly

## 2022

Donated £50,000 to UNHCR to support Ukraine Crisis



## 2023

CDP Score B

Made Financial Times' 'Europe's Climate Leaders List' for the third year in a row

Launched global partnership with Women Who Code

2,754 people benefited from our Elevate Careers

SBTi verified net zero targets





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