

# ESG Impact Report 2024



 **ACUITY**  
CARE GROUP

# Welcome

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## Your Voice, Your Choice, Your Specialist Care

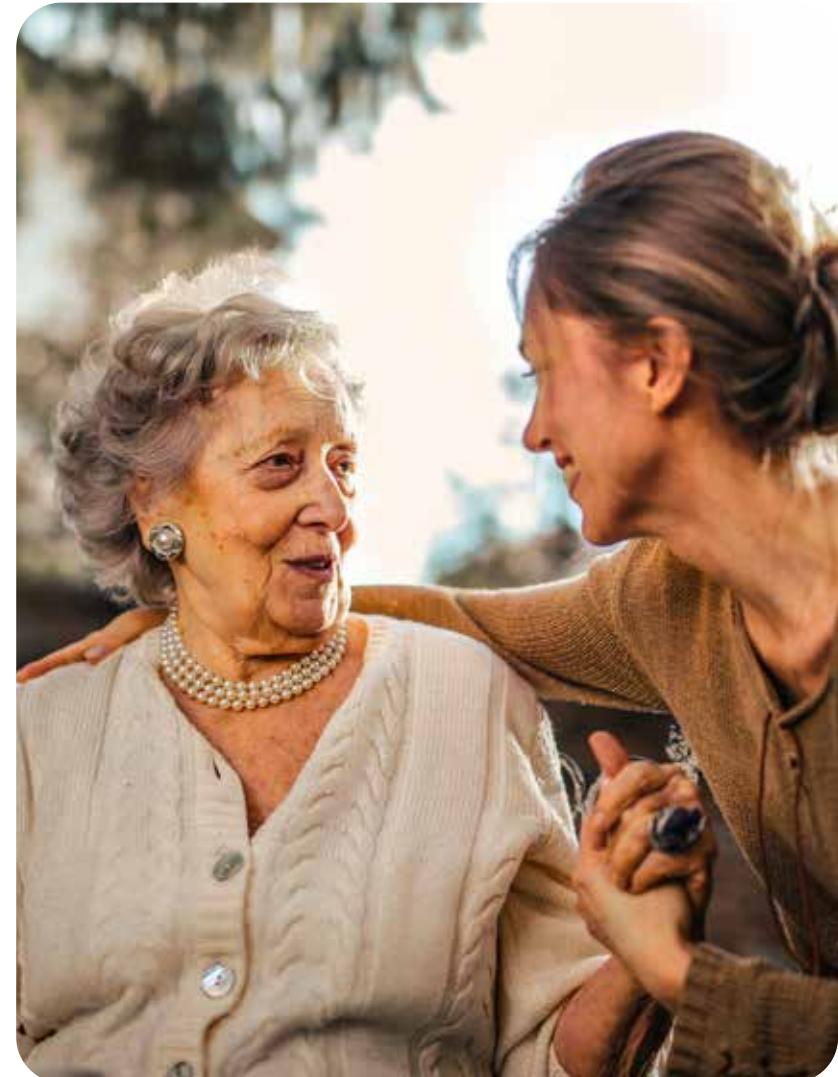
Acuity Care Group has over 30 years' collective experience in delivering high quality and high acuity services throughout the UK. Together, our specialist teams deliver the people we support with outstanding care that empowers independence, dignity, and choice.

The Group is comprised of four dedicated businesses: Team Brain Injury Support, Bespoke Health & Social Care, Spinal Injury Support and Learning & Autism (LDA). The majority of our services are commissioned by Integrated Care Boards (ICB's - formerly known as Clinical Commissioning Groups) and Case Management Organisations, which ensures that quality assurance underpins our delivery.



### Our CQC ratings:

 <b>Safe - Good</b>	 <b>Responsive - Good</b>
 <b>Effective - Good</b>	 <b>Well-led - Good</b>
 <b>Caring - Good</b>	



*Your Voice, Your Choice, Your Specialist Care*

## OUR GROUP VALUES

# C A R E

COMPASSION

ACCOUNTABLE

RESPECT

EMPOWERING

# Our Values

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## Compassionate

Showing compassion to our colleagues and being sensitive to the people we support so we can better understand their specific needs and ensure they are always at the centre of their care

## Respectful

Being respectful, supportive, and professional at all times, whilst listening to others, so we can deliver on what we say we will do

## Accountable

Committing to the people we support and colleagues by speaking up when things aren't right and finding effective solutions to maintain the highest standards of care

## Empowering

Encouraging the people we support to reach their potential so they can enjoy fulfilling lives and achieve successful outcomes, as well as supporting colleagues to continually develop their skills, whilst progressing their ambitions



# Our Services

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Acuity offers a range of services within the complex care space. Our aim is to support and assist in any way we can, providing outstanding levels of bespoke care that promotes independence, dignity, and choice for individuals.

## Bespoke

health & social care

## team

brain injury support

## LDA

LEARNING DISABILITY & AUTISM

## SPINAL INJURY

SUPPORT

As one of the UK's leading providers of complex care at home, we deliver individualised, person-centred packages of care for people with chronic or long-term health conditions, helping them manage their symptoms and daily tasks. Our focus is to improve our people's quality of life and enable them to live successfully at home.

We are one of very few homecare providers working across the country who specialise in supporting children and adults with a brain injury and other neurological conditions. We deliver personalised care to ensure individuals can live their best quality of life within their own homes.

LDA provides a holistic service for adults who are Autistic, have a Learning Disability or behaviours that challenge. Their goal is to empower the people they support to integrate within their community, whilst maximising independence and personal choice. Acuity offers a broad spectrum of flexible and personalised specialist support to enable individuals to live as independently as possible, access community-based opportunities, and develop their confidence and skills.

Our spinal injury support teams work in partnership with people across England who are living with a spinal injury, to provide person-centred support which enables those we work with to live a full and independent life. We support people with ongoing care management, as well as those newly diagnosed with a spinal injury, to deliver a personalised support plan.

# The People we Support

“

## Bespoke Health & Social Care

“The team are brilliant, they have been with (PWS) since the beginning. They work together and tend not to escalate to problems as they work them out between themselves.”

“The care staff are fantastic.”

“(PWS) feels comfortable approaching their CCM and Nurse. They said they are involved in their care planning and feel it is accurate and up to date. They said their team are lovely and support them very well. (PWS) was very complimentary of their team, saying the team support them well and treat them with respect”

”

“

## Team Brain Injury Support

“(PWS) stated that they feel very lucky to have the team that they have, they said their team know them very well. They highlighted that they know they can sometimes need encouragement to do things for themselves however, their team always do this in the best way for them and they love having a laugh and joke with them.”

“(PWS) spoke about their recent holiday and how amazing their support workers are. (PWS) said they was very thankful that they get to experience these holidays and they had a great time. They acknowledged that their independence was always promoted, and their team were really encouraging.”

“(PWS) said that CCM and CNS visit around once a month, they said they really enjoys seeing them and feel that this is enough contact for them. They also said that they know they could get in contact with them if they wanted to outside of these visits.”

”

“

## Learning Disability & Autism

“The parent of (PWS) said that this is the first time they have had a really good relationship with a manager, and they don't have to worry about meetings. The manager meets with them, listens to them, and they have had really good responses. The manager and another team member helped (PWS) to move houses, which was the first time they had received such support.”

“They recognise when (PWS) is going to trigger, and they are so good – they text to check how things are on the way to support. It's difficult when I open my house up to people, but I do not feel uncomfortable in my house. They are very professional, I cannot fault the staff – they are lovely and (PWS) really relies on them”

“The parent of (PWS) said that the staff team are very caring and that (PWS) is well supported. They are happy to have met the service and operations managers in person and are pleased that management intends to visit periodically. The parent said things are going well, and that while incidents are to be expected, they are being well managed.”

”

# Welcome from our CEO, Caleb Atkins



**2024 has been another busy and transformative year for Acuity Care Group, marked by continued progress in embedding Environmental, Social, and Governance (ESG) principles at the heart of our strategy.**

For us, ESG is not a separate agenda, it is a reflection of our core values: compassion, accountability, respect, and empowerment. These guide our responsibility to deliver care that benefits society while protecting the planet and maintaining strong, transparent governance.

Since launching our ESG programme in 2022, and with support from Sustainable Advantage, we have completed our third annual assessment, achieving an 'established' rating, demonstrating meaningful advancement across all ESG dimensions.

We remain fully committed to reducing our environmental impact and achieving Net Zero by 2045. In 2024, we achieved a 20% reduction in carbon emissions compared to our baseline year.

We continue to strengthen our environmental performance through initiatives such as:

- Building modern technology foundations that reduce energy demand and paper dependency.
- Transitioning to digital systems to minimise waste and improve efficiency.
- Developing a trusted data environment to track carbon output and drive evidence-based sustainability improvements.

Our people remain our most valuable asset, central to the care and outcomes we deliver. We recognise the ongoing sector challenges, workforce shortages, rising demand, and increasing complexity of care, and continue to respond through initiatives that enhance the employee experience and strengthen community impact.

Key social initiatives include:

- Launching an Operational & Clinical Redesign to create a scalable, accountable structure that supports collaboration and efficiency.
- Empowering our Customer Support Team (CST) to act as the accountable "front door" for all service matters, promoting visibility and ownership.
- Investing in People development to build a digitally enabled, high-performing workforce, ensuring every colleague has the skills, tools,

and support to deliver safe, compliant, and outstanding care.

- Introducing mobile communication access for all Support Workers, improving inclusivity and real-time engagement.

Strong governance remains the cornerstone of Acuity Care Group's success. It safeguards quality, compliance, and accountability, ensuring that we uphold the highest standards of care and transparency.

Our Board, Executive Leadership Team, Senior Management Team, and ESG Committee oversee this work, applying robust frameworks to ensure we deliver on every commitment we make.

As we enter the fourth year of our ESG plan, we are accelerating towards our ambition of becoming an "ESG Excellent" organisation, one that delivers exceptional care, empowers its people, minimises its environmental footprint, and operates with integrity at every level.

I would like to extend my sincere thanks to the Acuity Care Group Board, our teams, investors, and stakeholders for their continued support. **Together, we are building a business that delivers sustainable value, for people, for communities, and for the planet.**

# 2024 ESG Performance Highlights



Completed our third Net Zero assessment, and reduced our net emissions by **20%** from last year

**19,394** hours of training were delivered in 2024



Launched mobile communication access for all Support Workers, **improving inclusivity** and real-time engagement

All workers are **paid significantly above** the National Minimum Wage and National Living Wage



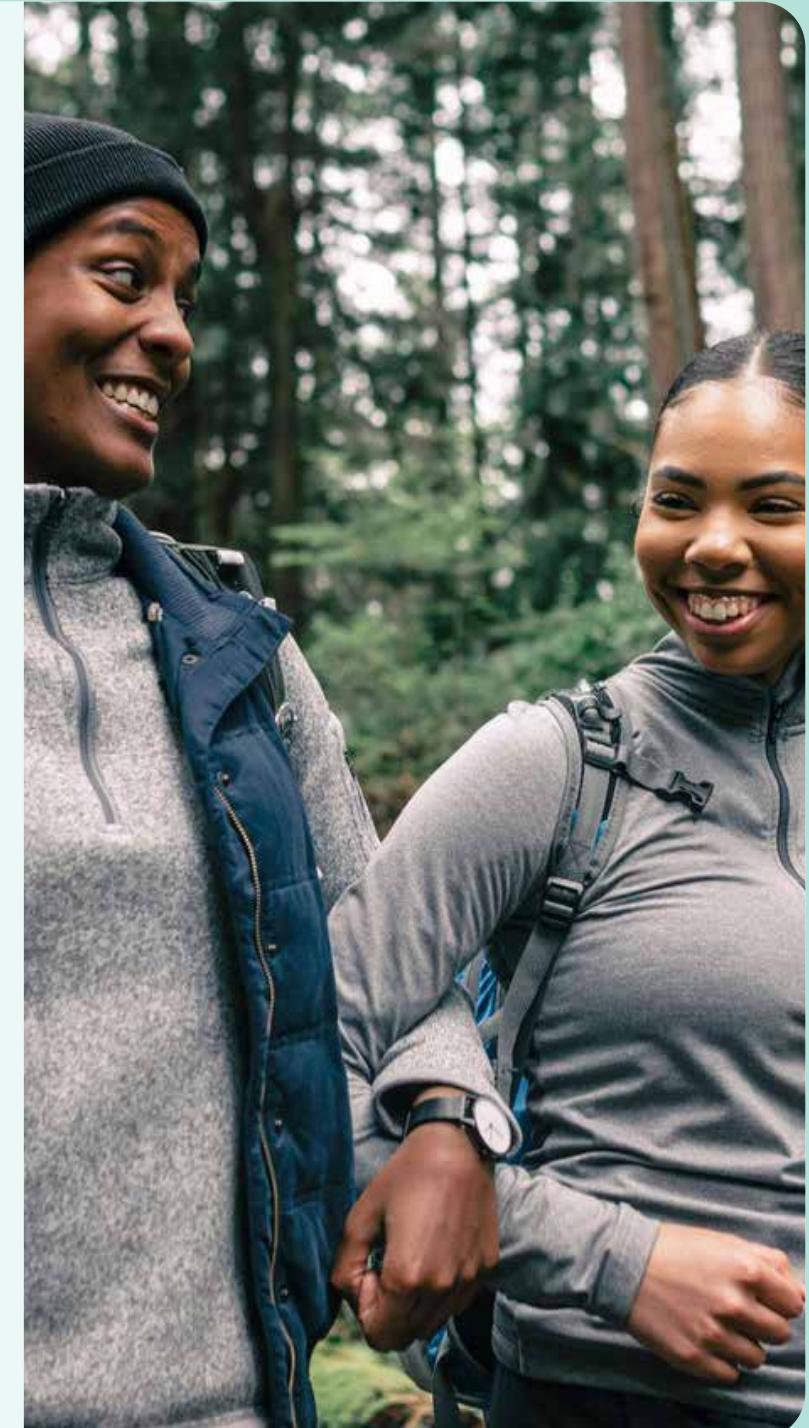
Health and Safety training delivered to **100%** of employees, and there were 0 work-related injuries in the last year



Maintained a score of '**Good**' from the Care Quality Commission



Published our **Group Supplier Code of Conduct**



Acuity Care Group has identified the Sustainable Development Goals that most closely reflect our areas of impact, and we seek to demonstrate our contribution and alignment in these areas. By aligning with an international, recognised standard such as the SDGs, we are able to utilise an established vocabulary to communicate our ESG initiatives, whilst contributing to global sustainability efforts.



## SDG 3: Good Health and Wellbeing

Ensure healthy lives and promote wellbeing at all ages

### Our contribution:

- Acuity Care have an EAP system in place, providing our employees with 24/7 access to support. This includes access to counselling and advice
- Managers are trained on how to promote and have effective wellbeing conversations with their team



## SDG4: Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

### Our contribution:

- Acuity takes advantage of the Apprenticeship Levy, taking on a number of apprentices in 2024. This investment supports employees to achieve their Level 2 through to 5 NVQs

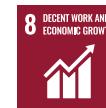


## SDG5: Gender Equality

Achieve Gender Equality and Empower all Women and Girls

### Our contribution:

- Acuity has a majority female workforce
- We calculate our gender pay gap at each level across the business



## SDG8: Decent Work and Economic Growth

Promote sustained inclusive, and sustainable economic growth; full and production employment; and decent work for all

### Our contribution:

- All workers are paid at above the national living wage- regardless of age- and we undertake an annual gender pay gap report to assess pay parity across the business
- Through our apprenticeship scheme, we provide employment and education opportunities for young people



## SDG13: Climate Action

Take urgent action to combat climate change and its impacts

### Our contribution:

- Acuity Care Group has undertaken its second Net Zero report and set a 2045 Net Zero target
- As part of our Net Zero assessment, we also undertook a further assessment across a number of our environmental focus areas, including transport, waste, and energy

# Acuity's Social Value Commitment

At Acuity, we believe that businesses are in prime position to make a positive impact on society. "Social Value" refers to the broader benefits that an action or programme delivers beyond just commercial value - from tackling economic inequalities, to fighting climate change.

In February 2025, the UK Government published a revised Public Procurement Note, PPN 002 (replacing PPN 06/20), which mandates a social value component in public sector contracts. This is a clear signal to businesses on the importance of social value generation and provides a framework to measure their positive contributions to the health and wellbeing of individuals, local communities, and wider society.

In line with this approach, Acuity Care Group has pledged several Social Value commitments, which are integral to our approach. Initiatives are spearheaded by our Social Value Committee, comprised of employee representatives across the group.

Acuity Care Group is committed to making positive contributions to the health & wellbeing of individuals, local communities, and wider society. Our approach is centred on delivering measurable social value through the work we do, the people we support, and the communities we serve.



In 2024, we **supported** our people with:

- **Training & Development:** Equipping our employees with skills and opportunities for career progression and personal growth
- **Diversity, Equity & Inclusion (DEI):** Fostering a workplace that is inclusive, equitable, and representative of the communities we serve
- **Wellbeing & Engagement:** Promoting physical, mental, and emotional wellbeing and maintain a safe and supportive work environment



We **enhanced** wellbeing for the people we support:

- **Person-centred care:** Delivering care that empowers individuals, preserves dignity, and supports independence
- **Engagement:** Engaging people we support and their loved ones in decisions affecting their care, ensuring voices are heard
- **Quality & Accessibility:** Providing high-quality services that meet diverse needs and enhance overall health outcomes



We **worked** with local communities:

- **Community Initiatives:** Participating in programs that support social cohesion and community well being
- **Partnerships:** Collaborate with stakeholders to address local social challenges
- **Volunteering & Engagement:** Encouraging staff to contribute their time and skills to benefit local communities

# Our People

Total Employees (As of December 2024)	
Total Employees (Full-time Equivalents)	993
Percentage of employees that are female	77%
Percentage of employees that are male	22%
Percentage of managers that are female	69.5%
Unadjusted Pay Gap	1.2%



## Promoting an Inclusive Work Culture

Compassion, accountability, respect, and the ability to empower the people we support: these are the qualities we seek within our employees – all traits that can be found across a diverse range of backgrounds and experiences. Diversity and inclusion are key to what we stand for as a company, creating equal opportunity for all, and elevating those at a disadvantage.

Employee engagement and input on these topics is hugely important, ensuring that our people shape the conversation and our initiatives. Some of our current and upcoming activities include:

**EDI Committee:** Formed in 2023, our Equality, Diversity, and Inclusion (EDI) Committee are responsible for steering initiatives and ensuring that employee voices are at the centre of our EDI approach.

**EDI Policy:** Our EDI policy outlines our commitment to inclusive, equitable treatment in the workplace, and provides the foundation of our initiatives.

**Training:** We offer Equality, Diversity, and Inclusion training for all employees. This covers key topics such as discrimination and how this can manifest in the workplace, as well as protected characteristics. Additionally, a component of the training centres around EDI's application within Acuity, emphasising the importance of recognising and appreciating the diversity of the people we care for. This ensures that care is fair and equal, and that responsibilities are understood by both employers and employees.

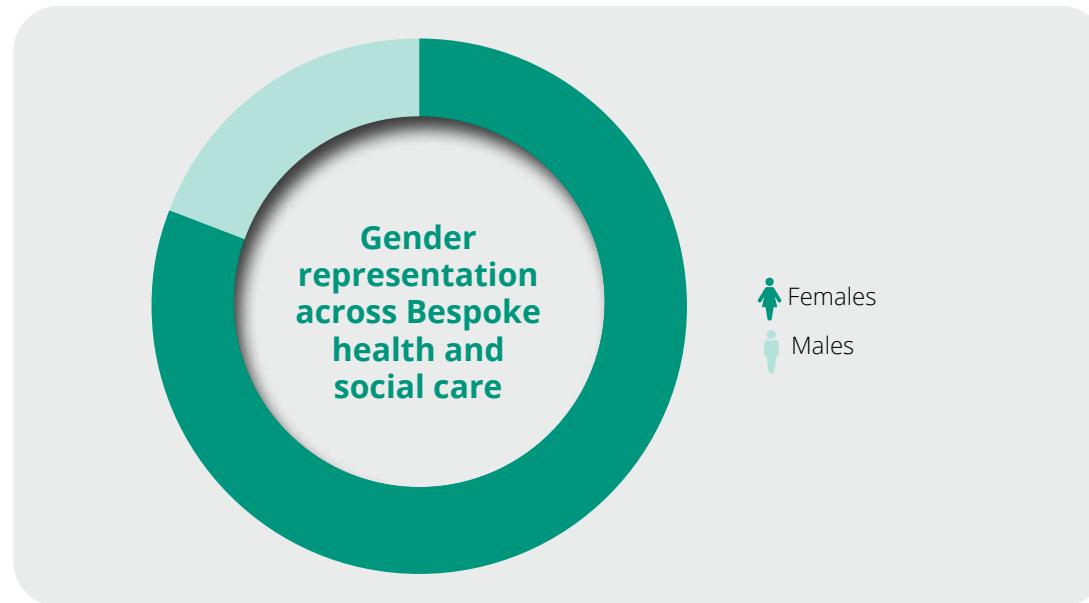
**Understanding our demographics:** We have begun to collect demographic data (on an optional basis) during recruitment. We plan to build on this in 2025, undertaking an analysis of this data to help us understand our current position, set meaningful goals, and measure progress over time.

**Recruitment:** Looking ahead, we are considering ways to enhance our recruiting practices to access a more diverse talent pipeline. This includes engaging recruiters with DE&I credentials and minority candidate agencies, as well as assessing language used in job descriptions.

## Gender Pay Gap

We assess our gender pay gap annually in line with the UK Government gender pay gap reporting guidelines. This requires us to report on both the mean and median of hourly data, as well as bonus pay. This is then broken down further into pay quartiles to assess the mean hourly pay at different levels of the business.

While we are pleased to report that there is no median pay gap across hourly pay, we recognise that pockets of pay disparity remain in some areas of the business. In the coming year, we will be setting out targeted actions to reduce our gender pay gap across all levels of the organisation.



**Acuity Care Group (Bespoke health and social care) Gender Pay Gap by quartile\***

	Women	Men	Mean hourly pay
Lower quartile	80.3%	19.7%	<b>0.24% higher for women than men</b>
Lower middle quartile	78.9%	21.1	<b>0.14% lower for women than men</b>
Upper middle quartile	69%	31%	<b>0.07% lower for women than men</b>
Upper quartile	69.5%	30.5%	<b>2.6% lower for women than for men</b>

\* Quartiles represent the pay rates from the lowest to the highest for our UK employees split into four equal sized groups, with the percentage of men and women in each quartile.

## Creating an Engaged Workforce

To meet growing demands, the UK social care sector will need over 470,000 new workers by 2040<sup>1</sup>. However, according to Skills for Care, the workforce development and planning body for adult social care in England, 8.3% of social care roles were vacant in 2023/24- the equivalent of 131,000 empty vacancies<sup>2</sup>.

Acuity is keen to address this skills gap, constantly looking at ways to enhance employee experience, and offer meaningful careers where individuals can grow and develop.

### Adopting a culture of care

Our commitment to care not only applies to the people we support, but also to our team of dedicated employees. We recognise that while the care sector offers a deeply rewarding career, it also brings its own unique challenges. In recognition of this, we take both preventative and supportive measures to safeguard our team's wellbeing.

All employees have access to an Employee Assistance Programme (EAP), along with a range of benefits through our health and wellbeing provider. To provide on-the-ground access to practical support, managers are trained on how to conduct effective wellbeing conversations, while our trained mental health first aiders help to direct employees towards further support if needed.

To formalise our initiatives, Acuity have recently overhauled our wellbeing strategy, which is due to be rolled out in 2025.

### Acuity Connect

We launched a dedicated platform for staff to share uplifting and positive stories about the people we support, highlighting the impact of our work on wellbeing. Acuity Connect supports staff by highlighting the positive moments happening within our teams. Whether it's celebrating a team achievement, a personal milestone, or a story of exceptional care.



**Acuity Care Group  
are 'people people' at our core**

### Appreciation Board and Shout Out Box

The appreciation board and Shout Out Box was introduced to encourage open communication, support continuous improvement and empower employees.

### World Mental Health Day

We held a fun day and picnic for teams, where our people could get together, talk and engage with each other to promote health & wellbeing in the workplace.

<sup>1</sup> <https://www.skillsforcare.org.uk/Adult-Social-Care-Workforce-Data/workforceintelligence/resources/Reports/National/The-size-and-structure-of-the-adult-social-care-sector-and-workforce-in-England-2025.pdf>

<sup>2</sup> <https://www.skillsforcare.org.uk/Adult-Social-Care-Workforce-Data/workforceintelligence/Reports-and-visualisations/National-information/The-State-of-report.aspx>

## Employee Engagement

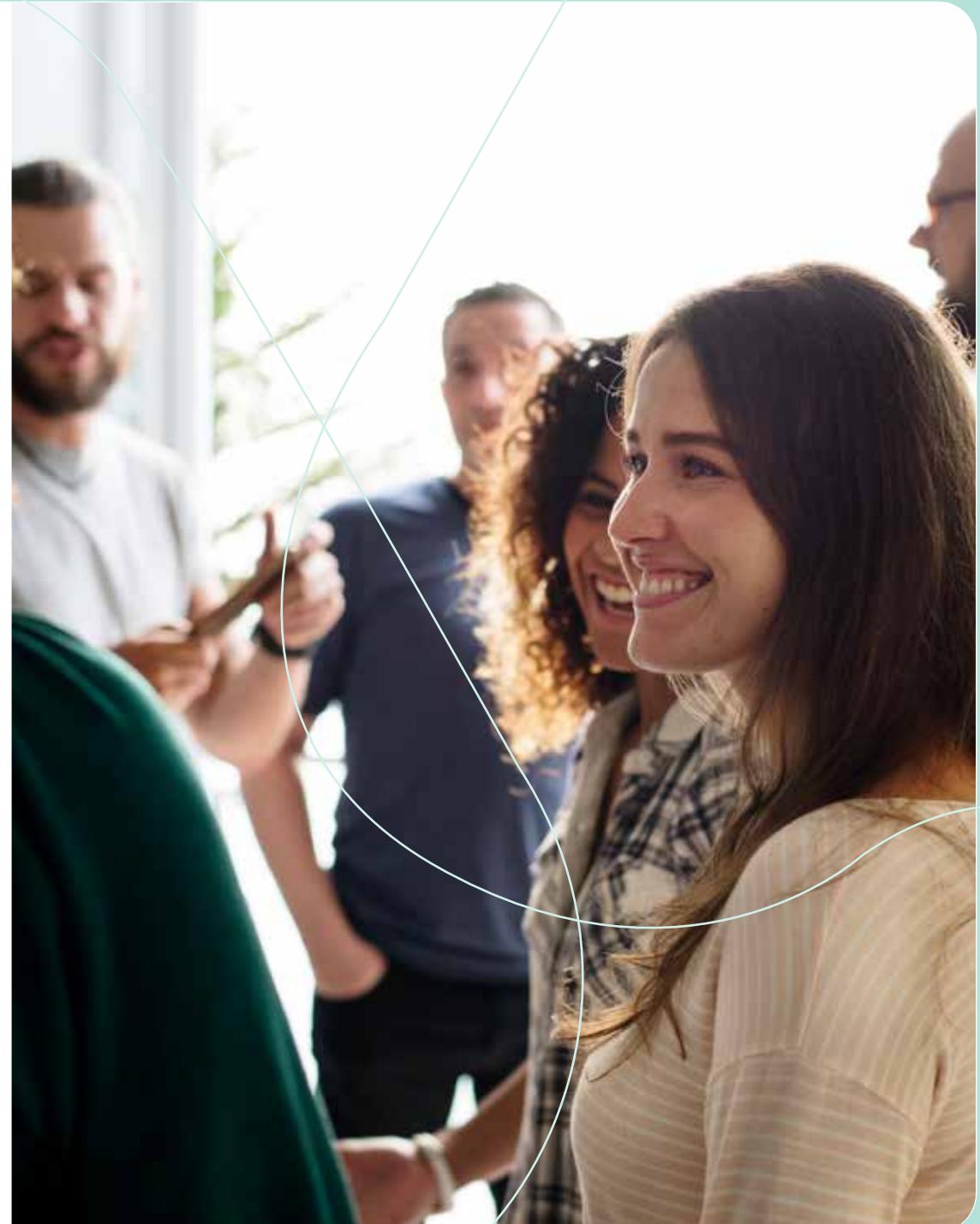
We want to hear back from our employees on how we're doing and ensure that we create an open forum to platform ideas, feedback, and suggestions on how we can do better. Our engagement initiatives focus on enhancing connectivity, whilst amplifying employee voices. We provide this through a number of channels, including:

### **Voices Forum**

Last year, we launched our 'Voices Forum', a dedicated platform for employees to share concerns, ideas, and raise questions.

### **Connecting our care workers**

As our care workers operate remotely in peoples' homes, connecting with other colleagues can be challenging. To address this, in 2023 Acuity introduced an objective for managers to meet in-person with their employees at least fortnightly, providing a dedicated space to check-in. To promote digital connectivity, our 'Engage' intranet platform allows employees across the country to connect remotely to provide support and share best practices. Through our 'Access Care Planning (ACP)' app, we also send key corporate messages directly to workers' phones, ensuring that everyone stays informed and connected.



# Training and Development

Nurturing and retaining talent is crucial to delivering a quality care service, as well as addressing the wider skills gap for care workers in the UK. Limited career development opportunities, alongside a lack of standardised training and qualifications, is cited as a key issue in the UK's care sector<sup>3</sup> – something that we are keen to change.

Acuity has also recently introduced Objectives and Key Results (OKRs), which are aligned with our business strategy. As we roll out the OKRs programme, we remain focused on developing management training programmes and formal online courses. Progress will be tracked against set KPIs, such as learning hours, number of courses, and spend per employee.



We offer a comprehensive set of mandatory training courses through IHASCO (an online training platform), supplemented by refresher compliance training by the Care Quality Commission (CQC). Employees receive ongoing clinical training, and during an employees' first six months with us, each support worker completes 12 e-learning courses, including:

Moving & Handling of People

Medication Awareness in Care

Safeguarding of Vulnerable Adults

Safeguarding of Children

Health & Safety in Care

Basic Life Support in Care

Mental Health Awareness

First Aid

Food Safety & Hygiene

Infection Prevention & Control

Understanding your Role in Care

Fire Awareness in Care

Mental Capacity and Liberty Safeguarding

GDPR (UK) Essentials



**100%**  
of Acuity Care's  
employees  
received training  
in 2024



**19,394**  
hours of training  
were delivered in  
2024

<sup>3</sup> <https://commonslibrary.parliament.uk/research-briefings/cbp-9615/>



## Apprenticeships

Acuity is a huge advocate for apprenticeship programmes. Apprenticeships offer individuals the chance to gain hands-on experience in a clinical setting, whilst encouraging self-learning and professional skills.

Our apprenticeship programme is delivered in partnership with Paragon, a leading provider of care and education apprenticeships. In 2024, we were pleased to enrol 15 apprentices onto our internal apprenticeship programme and are preparing to welcome a further 30 in 2025.

## Developing Acuity Care's Future Leaders

Strong leadership steers the success of a business, which is why we take care to ensure our managers are equipped with the skills to lead effectively.

Acuity's People Team delivers monthly training sessions to all managers, covering essential skills such as people management, coaching, workforce engagement, and industry-specific skills.

To maintain a robust talent pipeline, we have set ourselves the action to implement a skills matrix to identify and upskill high potential employees. This will allow us to monitor needs and progression over time. Additionally, we are planning to introduce formal, online courses for the next tier of management.

At Acuity Care Group, we recognise that supporting our people to grow is key to delivering outstanding,

person-centred care. Over the past year, several of our Clinical Care Managers (CCMs) and Clinicians have successfully undertaken Level 5 Health and Social Care qualifications while continuing in their operational roles.

These qualifications were accessed through the Apprenticeship Levy, ensuring the business could invest sustainably in developing internal talent. Acuity provided dedicated study time within the working week, enabling participants to balance professional responsibilities with their academic commitments.

Each learner worked to an agreed set of milestones, supported by their line managers and the People Team. Achievements were celebrated across the organisation, recognising the dedication, professionalism, and commitment demonstrated throughout their learning journey.

Following completion, the business has been reviewing Personal Development Plans (PDPs) with each participant to identify next steps in their career progression, including opportunities to step into Registered Manager roles.

This initiative reflects Acuity Care Group's commitment to nurturing talent from within, strengthening our leadership pipeline, and ensuring the continued delivery of exceptional care through skilled, confident professionals.

# Social Value Community Engagement



In line with our social value commitments, we aim to support causes within our local communities. In 2024, we partnered with select charities to support some fantastic causes, including:

- We raised funds for **Save the Children UK** through Christmas Jumper Day.
- **Annual Christmas Card Competition:** The company invites people we support to create their own Christmas card designs, with the winning entry selected as the official Acuity Care Group Christmas Card. This initiative promotes inclusivity, creativity, and engagement, ensuring the voices and talents of the people we support are celebrated and valued during the festive season.
- Acuity Care Group is a member of the **Spinal Injury Association**, a charity offering support to the spinal cord injury community.
- We exhibit at **Headway conferences**, a charity dedicated to supporting people affected by an acquired brain injury and in doing so, support the organisation by raising their profile and providing a donation.
- **Community Days & Volunteer Days:** Organised activities for employees to actively engage with local communities and support meaningful social projects including:
  - All staff will be encouraged to **take part in volunteering** to contribute to local communities.
  - Acuity also have **open days** within our hubs where we encourage attendance from both staff and communities.
  - **Christmas Jumper Day:** We encouraged our staff to wear their Christmas jumpers to raise money for Save the Children Christmas Jumper Day.
- We plan to develop **new charity activities next year** with a possible focus on one key charity.



# Acuity Care Group's Net Zero Journey

While we recognise that attaining global Net Zero targets is not something that can be achieved easily, or overnight, we are proud to be part of the coalition of businesses setting a meaningful carbon reduction target.

Since 2021, we have calculated our annual emissions impact to assess our progress against our 2045 target. This year, we are pleased to report an 35% reduction against our 2022 baseline year. This is largely due to a significant reduction in our business travel emissions, our largest emissions area (-24%), purchased goods and services (-18%) and capital goods expenditure (-49%) since 2023.

We have however, seen a significant increase in our Scope 1 and 2 emissions, as outlined in the table below. This is due to depending on estimates, rather than actual consumption data, to calculate these emissions. Obtaining energy consumption data from our landlords will therefore be a key action in the coming year.

**Acuity has pledged the following commitments:**

Figure 1: Sources of Greenhouse gas emissions by Scope and category. Source: GHG Protocol



**1**

**27% reduction in our Scope 1 and 2 (direct emissions) by 2030**

**2**

**91% absolute reduction in all Green House Gas (GHG) emissions across Scopes 1, 2, and 3 by 2045, offsetting any residual emissions via high-quality nature- based or direct air capture projects to become Net Zero**

Scope/Category	Description	Base year FY22 tCO <sub>2</sub> e	Previous year FY23 tCO <sub>2</sub> e	FY24 tCO <sub>2</sub> e	% of FY24 total tCO <sub>2</sub> e	% change from base year	% change from previous year
<b>SCOPE 1</b>							
Stationary combustion	Gas consumed	2.1	2.65	14.78	1%	604%	458%
Refrigerants	HVAC's	0.002	0.0017	0.97	0.97%	48594%	57187%
<b>SCOPE 2</b>							
Electricity (Location-based) <sup>1</sup>	Purchased electricity, for own use (grid average)	4.9	1.65	7.65	N/A	56%	364%
Electricity (Market-based) <sup>2</sup>	Purchased electricity, for own use (specific contract)	3.55	0.58	15.39	15%	334%	2554%
<b>SCOPE 3</b>							
Cat 1: Purchased goods and services	Goods and services	149.2	129.54	105.71	10%	-29%	-18%
Cat 2: Capital goods	CapEx expenditure	41.9	11.49	5.91	0.6%	-86%	-49%
Cat 3: Fuel & energy related activities	WTT <sup>3</sup> & T&D losses <sup>4</sup> from electricity, stationary combustion of fuels and transport	1.61	2.66	4.96	0.5%	208%	86%
Cat 5: Waste generated in operations	Waste disposal from operations	2.9	0.18	0.17	0.2%	-94%	-3%
Cat 6: Business travel	Land and air travel and hotel stays for business purposes WTW	1,302.00	1,148.25	869.40	81%	-33%	-24%
Cat 7: Employee commuting	Employees commuting to and back from work WTW and employees working from home	156.7	43.57	57.20	57%	-63%	31%
<b>Total Gross Emissions (Location-based)</b>		<b>1,661.31</b>	<b>1,339.99</b>	<b>1,066.75</b>		<b>-36%</b>	<b>-20%</b>
Less emissions avoided by procurement of renewable electricity		<b>1.35</b>	<b>1.07</b>	-			
<b>Total Gross Emissions (Market-based)</b>		<b>1,659.96</b>	<b>1,338.92</b>	<b>1,074.50</b>		<b>-35%</b>	<b>-20%</b>
Less carbon offsets				<b>(-31)</b>			
<b>Total Net Emissions</b>		<b>1,659.96</b>	<b>1,338.92</b>	<b>1,043.5</b>		<b>-37%</b>	<b>-22%</b>

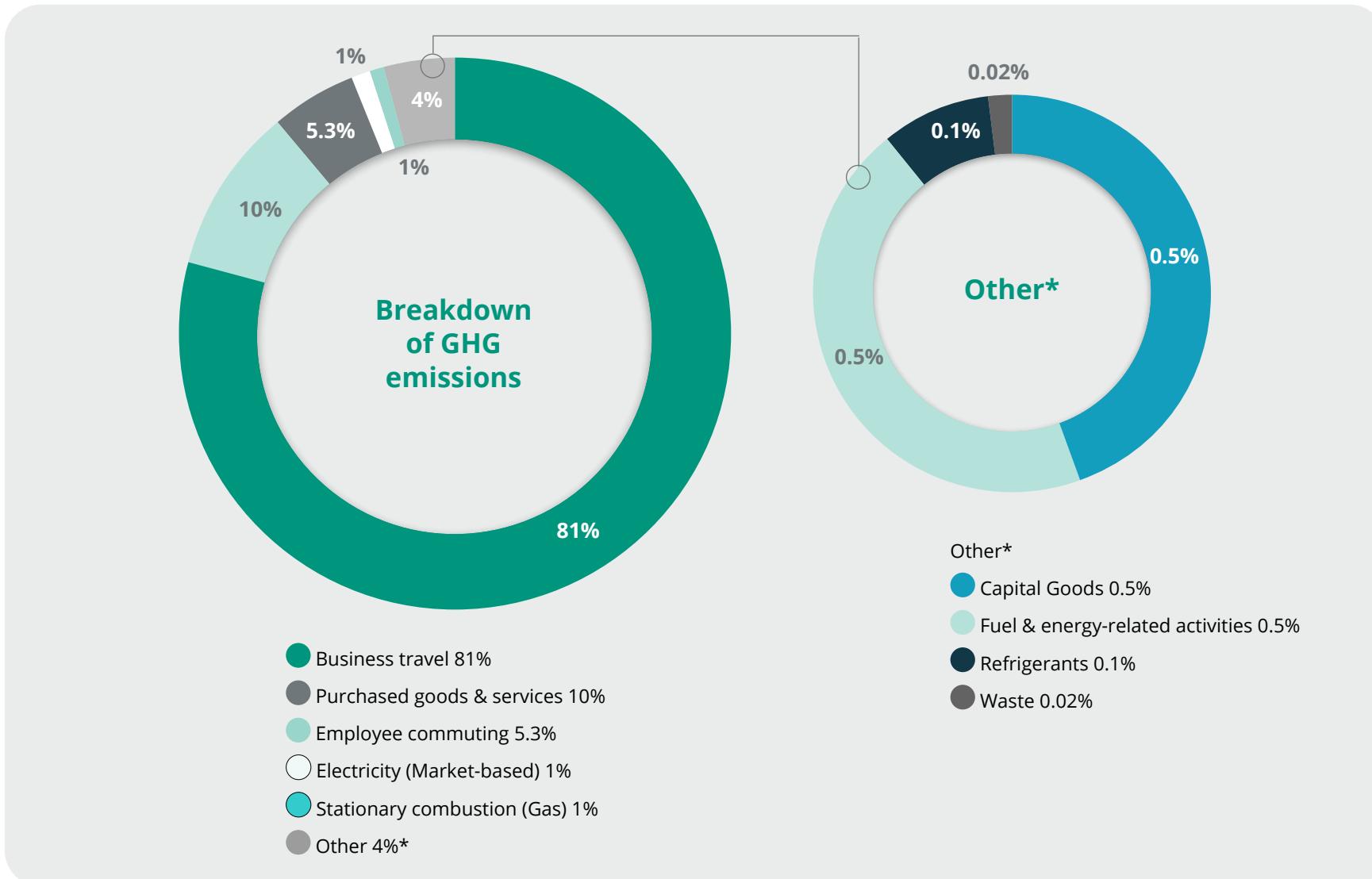
<sup>1</sup>Location-based represents emissions from electricity consumption based on grid average emissions

<sup>2</sup>Market-based represents emissions from electricity consumption based on specific energy contracts

<sup>3</sup>WTT – Well-to-tank emissions. Emissions associated with the extraction refinement and transport of fuels before consumption

<sup>4</sup>T&D losses – Transmission and distribution losses. Emissions associated with the energy lost during the transmission of electricity through the network

## Breakdown of GHG Emission Sources

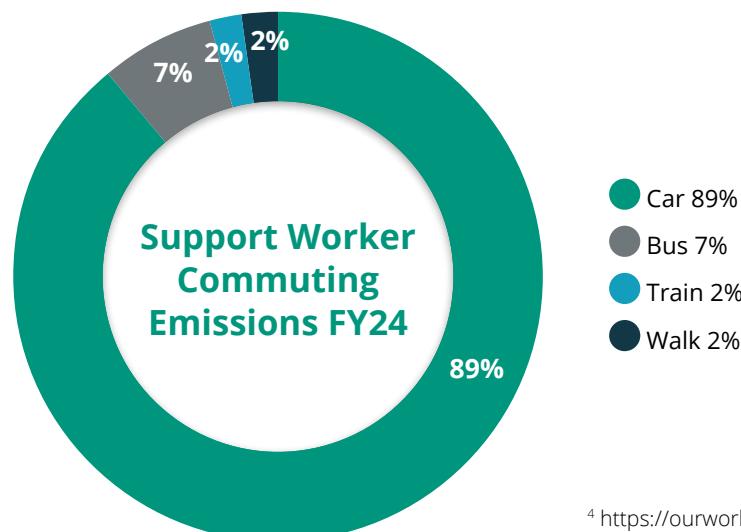


## Transport

Our remote care delivery model makes transport crucial for getting our employees where they need to be. While fundamental to delivering our services, transport remains one of the largest contributors to greenhouse gas production – currently responsible for about one-fifth of global GHG emissions<sup>4</sup>.

Last year, business travel was identified as Acuity's biggest emissions area in our Net Zero assessment. To address this, in 2024, we completed an employee commuting survey to provide us with greater granularity on our impact. This assessed both employee mode of transport and the distance travelled from their homes to client homes.

This change in methodology resulted in a significant reduction of 24% in our business travel emissions. While this is a positive step, we recognise that as we did not have a complete response rate for the survey, this is not an entirely accurate representation of our workforce. To gain a more precise overview of this emissions category, we will therefore aim to increase the survey participation rate in the coming year.



<sup>4</sup> <https://ourworldindata.org/co2-emissions-from-transport>

## Responsible Utilities Management

Operating within serviced offices, we are restricted in our influence over utilities. Due to the nature of our services, our direct consumption is low. Our energy use is limited to office activities, and our overall waste is minimal, comprising 0.1% of our overall emissions.

**We are aiming to achieve zero waste to landfill by 2027**

However, we remain committed to positively reducing our impact where we can. Key changes this year included the opening of our new offices in Southampton and Lincoln. As part of this move, we assessed the energy efficiency credentials of each site, and engaged Regus, our service provider, to maximise recycling and minimise waste production in the building.

Employee buy-in on our environmental goals is crucial to our success. Small changes stack up, and behavioural changes can make a significant difference to our reduction efforts. In the last year, we rolled out a waste reduction guide to staff, supplemented by regular communications on practical tips to reduce waste. In the coming year, we have also appointed our Office Manager as the company's 'Green Champion', who will take ownership of stakeholder engagement on ESG going forward.

# Supply Chain

## Partnering with our suppliers on ESG

Acuity's partners support across our service delivery, particularly within key business functions such as recruitment and IT. All suppliers must comply with Conduct of Employment Agencies and Business Regulations 2003.

While our suppliers are not working in high-risk areas, they remain an important part of our ESG programme. The associated emissions of our purchased goods and services comprise 12.5% of our overall emissions, underscoring the importance of addressing the ESG credentials of our wider value chain.

In the last year, we published our Supplier Code of Conduct, requiring all new suppliers to sign adherence. We also reached out to all our existing suppliers, asking that they complete the updated code of conduct. Unfortunately, we did not meet our target to introduce a standalone responsible sourcing policy this year, however, this is something that we will be revisiting in 2025. This will outline our commitment to sourcing sustainably and prioritising suppliers whose products have strong sustainability credentials.

We also plan to create a supplier pre-qualification (PQQ) questionnaire to establish supplier's key ESG credentials. This will establish whether the supplier has key governance policies and processes in place, such as labour and human rights considerations, social value contributions, relevant ISO accreditations, and a carbon reduction plan.

We will then begin to use this insight to understand how we can support our suppliers to work collaboratively towards our ESG goals.



# Governance

## The Board

Acuity's Board is made up of respected industry experts, each of whom bring their unique perspective to decision making. The Board are responsible for ensuring we maintain strong governance standards across all areas of the business. This includes overseeing performance, managing and mitigating risks, whilst maintaining integrity and accountability.

This also applies to our ESG approach. Our annual Board reports include an update on ongoing progress, while ESG matters are raised regularly at Board level, with the aim of embedding these principles into the business.



**Garry Cross**  
Chairman



**Tim Whittard**  
Non-Executive  
Director



**Thomas Dutton**  
Non-Executive  
Director



**Craig Rushton**  
Non-Executive  
Director



**Caleb Atkins**  
Director



**Rachael Robertson**  
Director



**Colleen Bockel**  
Director

## ESG Governance at Acuity Care Group

### Acuity Care Group ESG Committee

Our dedicated ESG Committee spearheads our ESG programme, driving positive action across the group. With the support of external consultancy, Sustainable Advantage, the group establishes annual environmental, social, and governance targets, which are tracked using an online portal.

In Acuity's last ESG performance assessment, led by Sustainable Advantage, we were pleased to place within the 'Established' category, recognition of our efforts to understand our impact and implement interventions. Looking ahead to the end of 2025, we have set ourselves the ambition to achieve 'ESG Excellent' status, which requires us to evidence how we have strategically developed and integrated our most material ESG areas within our business operations.

### Our ESG Committee Members:

- Jess Hanbury – People Director
- Marta Stepien – Office Manager
- Karina Johnson – Head of Quality
- Faizan Hussain – Assistant Accountant



**100%**  
**of employees**  
**received health**  
**and safety**  
**training in 2024**

**0**  
**work-related**  
**injuries**

**0 days**  
**lost to work-**  
**related injuries**  
**and fatalities**  
**from work-**  
**related accidents,**  
**work-related**  
**ill health and**  
**fatalities from ill**  
**health related to**  
**employees**

## Health and Safety

Adhering to the highest levels of health and safety (H&S) standards is paramount to the service that we deliver, and crucial to maintaining the trust of our people and their families.

Our H&S practices are rooted in compliance. We are proud to be accredited by CHAS (Contractors Health and Safety Assessment Scheme), the UK's leading provider of compliance and risk management solutions, which we uphold through annual assessment.

All aspects of H&S governance are overseen by our Head of Quality, who ensures our systems remain robust and fit-for-purpose against risks. Our company and regulatory risk registers underpin our approach, and span both our client's homes, as well as Acuity's office locations.

Thorough training is crucial to safeguarding the people we support. Upon joining the business, all support workers are required to take three training days to ensure they fully understand our processes and procedures before setting foot in a client's home. Meanwhile, all staff receive full health and safety training upon induction through IHASCO, which is supplemented by annual refresher training delivered by the CQC.

We have established Key Performance Indicators (KPIs) for H&S, which are aligned to objectives and key results. Support workers have access to a live electronic system (PASS), which ensures that any incidents are reported are dealt with swiftly. Incidents are reported via an online form and flagged to the Complex Care Manager for resolution.

## Safeguarding the people we support

Each of our client's medical circumstances is unique, and as such, requires a tailored approach. To ensure we remain prepared for any eventuality, we conduct comprehensive, bespoke risk assessments for each client, alerting the team to any potential risks, and allowing them to establish individual risk contingency plans.

Our most significant clinical risks include airway management, autonomic dysreflexia, emergency clinical interventions and challenging behaviour. To ensure full understanding around these areas, each employee completes mandatory safeguarding training. This is determined by the manager, who assigns the specific level of training required based on each employees' role. This educates support workers on how to be alert to the possible signs of harm, neglect, or exploitation, how to effectively communicate with people, and understand the legislation that applies to their role.

**Ensuring the safety and wellbeing of our people is our number one priority.**

Acuity's Head of Quality acts as the group's safeguarding lead, overseeing our strict safeguarding policies and procedures. Any safeguarding and compliance issues are reported to senior leadership to maintain full transparency.

Our breadth of safeguarding policies and procedures are overseen by Acuity's Head of Quality, who acts as the group's safeguarding lead.

## Clinical Governance

Providing a consistent, high-quality care service can only be achieved through diligent clinical governance. We continuously assess and evaluate our services, actively seeking feedback from the people we support, their families, and commissioners.

While we ensure that all our support workers have the training and compassion required to deliver a safe service, we also run an intensive clinical, governance, and HSE review process to identify any potential issues.

## Cybersecurity and Data Protection

We take our responsibility to protect both the people we support and employee data seriously, particularly given the sensitivity of data handled. We hold the Cyber Essentials Plus accreditation, the highest level of the government-backed scheme to protect organisations against online threats. Acuity Care Group are also signed up to the NHS Data Security and Protection Toolkit, which allows us to measure our performance against the National Data Guardian's data security standards.

Our disaster recovery plan and data protection plan ensures we are primed and prepared for any incident, which is further bolstered by our cyber risk insurance. In addition to our dedicated cybersecurity team, we partner with external specialists to test our system, including annual penetration testing.

All staff complete mandatory GDPR training through IHASCO, and senior staff are required to undertake a further advanced course. Additionally, all salaried staff are trained on cybersecurity awareness, specifically on how to identify and mitigate potential threats.

### PASS

To store our client's medication and care requirements, we use PASS, a digital care delivery recording system. This allows support workers to log daily reports, as well as quickly alert managers to any concerns or incidents. Updates are made in real time, ensuring any issues are immediately escalated.



## Key Policies

Our ESG governance is underpinned by over 100 Acuity Care Group policies, which are accessible to all staff members and support workers at any time. In support of ESG Governance at Acuity, we monitor and ensure compliance and provide intensive induction training for staff on role-specific policies. Some of our key policies and procedures include:

### Modern Slavery

Acuity Care Group do not tolerate modern slavery and human trafficking in either our business or supply chains, and we ensure we have effective controls in place to prevent exploitation. This stance is outlined in our Modern Slavery Statement, which reinforces our commitment to acting ethically and with integrity in all our dealings and relationships.

We have a defined process in place for reporting a suspected incident, which is reinforced by training on how to identify, flag, and report any concerns. Additionally, all staff engaged with Acuity Group undertake rigorous recruitment procedures to minimise risks, including a DBS check, identity

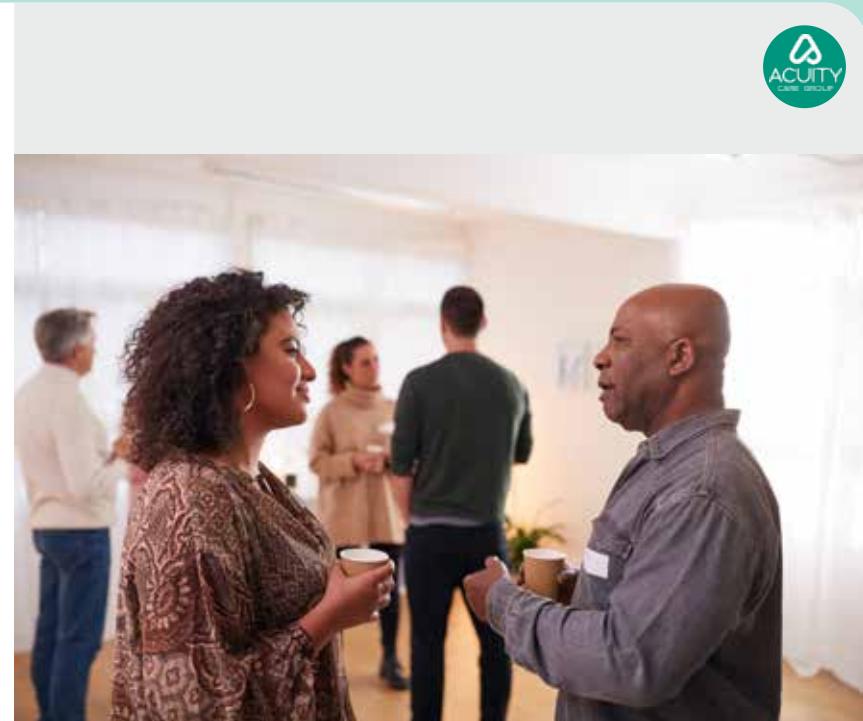
check, confirmation of validity to work in the UK, employment history, suitability for the role, and references.

### Grievances

Our grievance policy outlines clear steps for employees to take to raise a grievance, and we try to resolve any issues informally in the first instance. Additionally, all managers have received training on conflict resolution, while the People Team work closely with management to deal with any concerns.

### Anti-Bribery and Corruption and Whistleblowing

Our anti-bribery and corruption policy outlines our commitment to act as an ethical, responsible business. This means acting with integrity across all of our operations and flagging any suspected incidents. We provide relevant anti-bribery and corruption policy training to staff where required, and the policy is accessible to all staff. This is aligned to our whistleblowing policy, which encourages and provides guidance to staff on how to report any suspected concerns.



## Looking Forward

The care sector has an important role to play in climate transformation, not only to mitigate our own impact, but also protect the population's health from the impacts of climate change. With our revised carbon reduction plan, we will endeavour to remain practical yet innovative in our emission reduction approach- using science-driven targets to inform meaningful action.

Directed by our newly re-formed ESG Committee, we look forward to strengthening our ESG efforts across the business. Over the last two years, we have established a strong foundation for success, and in 2025-2026 we plan to take this to the next level, driven by our goal of 'ESG Excellence'.



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