

2021 - 2022

Impact**Report**

Progress towards our Impact Strategy goals

arc



Introduction

We are Arc, a recruitment and staffing agency with a vision to shape the world of flexible work into a better place for all.

We are implementing our vision through Arc's Impact Strategy, which focuses on:

- Fairer recruitment and staffing
- Tackling barriers to employment
- Taking climate action

Together, they create the Impact Pillars of our Strategy, with goals and targets we aim to reach by 2025.

Since the launch of our Impact Strategy in 2021, we have made exciting progress toward our goals and targets. As part of our commitment to use our business as a force for good, this report shares not only our achievements but also the lessons we've learned along the way. We hope that other businesses may find these learnings useful for their own journeys.

Our reporting period runs from July 2021 until June 2022.

Read more about our Impact Strategy at www.WeAreArc.co.uk/About/Our-Impact





Hello,

It's with great pleasure we write to you all to introduce our first Impact Report for Arc. 2021/22 has been a year of fantastic progress on our journey to shape the world of flexible work into a better place for all.

We are both filled with an enormous sense of pride at the steps our team have taken to realise our organisational vision over the last 12 months. We have by no means been perfect and still have a long way to go on so many fronts but it's massively encouraging to see the passion within the company to do things differently.

There have been some real highlights over this reporting period, such as the launch of the Arc Academy, a 41% increase in pay for our team members at Living Wage Foundation rates, confronting some difficult topics on diversity and inclusion, as well as achieving carbon neutral status.

Above all we remain firmly committed to ensuring Arc is a business which is a force for good within society and the temporary staffing industry we operate in.

We would like to say a massive thank you to our Impact Manager Monika who has led our sustainability department with aplomb over the last 12 months and who continually inspires us and the wider organization every day with her drive and determination to create value for all our stakeholders.

We hope you enjoy reading this report and can't wait to hear you feedback!

Mike and Paul

Our Year in Review

FAIRER RECRUITMENT AND STAFFING

**100% OF ALL FULL-TIME
EMPLOYEES
TRAINED ON DIVERSITY &
INCLUSION**

The Launch of
DIVERSITY BREAKFAST CLUB
where employees can learn about diversity &
inclusion topics in a safe and open
environment

Measured and reported on the
DIVERSITY OF OUR EMPLOYEES

Partnered with
YOUR D+I
DE&I consultants to audit our practices and
educate our team

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TACKLING BARRIERS TO EMPLOYMENT

**41% INCREASE IN HOURS PAID
AT LIVING WAGE FOUNDATION
RATE**

The Launch of
ARC ACADEMY
employability programme that aims to help
people overcome their barriers to employment

Achieved
GOLD IN INVESTORS IN PEOPLE

Partnered with
BACK ON TRACK
education charity to create the Arc Academy

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TAKING CLIMATE ACTION

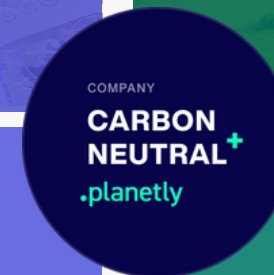
CARBON NEUTRAL
all emissions (Scopes 1, 2 and 3) offset
with Gold Standard projects

The Launch of
ARC FOOTPRINT LEADERBOARD
where we engage our office employees on
how to reduce their carbon footprint

3 out of 5 of Arc offices run on
RENEWABLE ELECTRICITY

Partnered with
PLANETLY
carbon management software to measure our
team members' commute and Arc carbon
footprint

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Fairer Recruitment and Staffing

Our 2025 Goal: Lead our industry to make recruitment and staffing fairer for all

To lead the hospitality industry in becoming more inclusive, we first needed to take stock of our own practices.

We worked closely with an external Diversity and Inclusion (D&I) specialist to empower us to make conscious improvements across the business, and to ensure objectivity throughout the review process. Consultancy Your D+I worked with us to provide practical D&I training for the whole team as well as an audit of our recruitment procedures and a review of our online presence.

This year, our team was trained on various diversity and inclusion topics by external consultants. We continued the momentum and conversation afterwards by developing our own D&I initiative – a Diversity Breakfast Club.

This also led us to the development of the 'Safe Spaces' project, through which we aim to increase the feeling of belonging, and foster an inclusive work environment.

In 2021/22, we focused on:

- Training all full-time employees on Diversity & Inclusion.
- Reviewing our practices and policies.
- Creating safe space at Arc.
- Empowering our employees to bring their whole selves into work.



There is still more work to be done before we can launch an industry-wide initiative, and we recognise that as a largely white organisation, we still have much to do ourselves.

However, in the hopes that others can learn from our experiences, here are our learned lessons that might help similar-sized organisations on their D&I journey.

Lessons Learned

- If you want to have an impact, invest in a project you and your employees believe in.
- Let the decisions be guided by people in your company who are passionate about D&I.
- Listen to specialists.
- Let your employees have a say in what they want to learn about first, let them guide the conversation and let them be engaged. You may be surprised how many of your employees feel strongly about various D&I topics.

Fairer Recruitment and Staffing

Our progress on additional goals for this impact pillar includes:

Goal 1:

Measure the diversity of our Employees and Team Members

We published our first annual [Diversity Report](#) using 2020/2021 data. The findings are guiding our diversity & inclusion initiatives, as we now have a better understanding of the demographic of our team.

Since receiving the information, we've launched events that celebrate our team's diversity, for example focusing on allyship with the LGBTQIA+ community, celebrating Ramadan with our team, and a #BreakTheBias themed event on International Women's Day. Going forward, these reports will also outline the steps we are taking to create an even more inclusive workplace for everyone at Arc.

Goal 2:

Review and improve our recruitment and hiring practices – for both our own Employees and our Team Members, to ensure everyone is hired and treated fairly

Our partnership with [Your D+I](#) guided us on this goal, as they audited our recruitment and hiring practice, and gave us recommendations that will be implemented across the business. Some of these includes:

- Include All Genders – We introduced pronouns in email signatures and badges, as well as on our Ubeya staffing platform, to relieve pressure from any recruits who may be transgender or non-binary, as well as all other members of the LGBTQIA+ community, and reduce the chance of anyone being misgendered.
- Religion & Inclusion - Thanks to our [Diversity Report](#), we know that our workforce follows many different religions. To truly provide a flexible working environment, we have a policy in place to ensure that regardless of the UK holiday calendar, staff are able to take holidays when needed.



CASE STUDY: Creation of our Diversity Breakfast Club

Goal 3: Train 100% of our Full-Time Team on Diversity and Inclusion

This goal not only helps us be better at our day-to-day recruitment and staffing jobs but also empowers us to be better people, by constantly checking our own biases. Our training journey on D&I topics started with external partners; first Be Inclusive Hospitality who trained us on Unconscious Bias, and then more training continued with Your D+I via ‘A beginners guide to Diversity and Inclusion’ workshop, ‘How to be an Effective Ally’ workshop, and ‘Inclusive Language at the Workplace’ workshop for all our office team.

As the demand for a better understanding of D&I was still high across our full-time team, we launched our own in-house educational sessions; Diversity Breakfast Club, led by our Diversity & Inclusion Officers. The Diversity Breakfast Club provides a safe space for employees to come together and learn from one another about any D&I topics they are interested in. Any colleague can lead a session or propose a topic they’d like to learn more about. Our pilot session covered Microaggressions, and after receiving very positive feedback, we decided to make it an ongoing feature moving forward.

This initiative, while highly successful, had its own share of challenges. The engagement of our team on the D&I topics was tentative at first, but after seeing it’s there to create better understanding and that it’s all right to ask questions, people started to feel more at ease and engaged. The Club encouraged employees to become allies and created a feeling of closeness that wouldn’t be possible without eliminating their initial hesitancy.

This insight guided us to eliminate the fear culture of saying the ‘wrong’ thing and to create confidential Safe Spaces across the company. We now have mental-health first-aid trained people available for employees to go to if someone has a specific D&I concern, question, or wants to report discrimination. By giving a platform to people to speak up about their lived experiences we hope it will help us all to learn from one another and that collectively we will be able to shape the world into a better place for all.





Goal 4:

Work towards ensuring that our Employees reflect the diversity of our Team Members

This is a long-term goal that requires constant work and improvements. Your D+I recommended creating a Diversity & Inclusion Council that reviews and acts on any DE&I issues affecting the workforce. The Council was formed from various people across the business, including our Board of Directors, who sign off on the planned initiatives and training needs for the next quarter. Thanks to the Council we can ensure everyone is given a voice and guarantee all issues are handled inclusively.

As an equal opportunities employer, we wish to go a step further and encourage applicants for our office roles that are from underrepresented backgrounds. We are currently working hard to understand how best to attract and retain a more diverse team, including reviewing our work environment and benefits to ensure they are inclusive.

Goal 5:

Improve the accessibility of all Arc offices and spaces

As none of the offices are Arc-owned at this moment in time, no major refurbishments are possible to create better accessibility. However, we have worked to introduce spaces that can be used for religious or personal purposes, such as for breastfeeding, in each of our hubs.



Other mentionable achievements for 2021/22:

- Safe Spaces launched – run by mental health first-aid trained colleagues, and available to all employees across the offices to discuss their mental health, address any D&I-related issues, or any other concerns they may have.
- Created an in-house team of Inclusion Officers, that help with the delivery of our D&I initiatives.
- Launch of ‘Arc loves you for you’ campaign to ensure employees feel that Arc is an inclusive workplace, that they feel confident to speak up when they see discrimination happening, and to raise awareness of our zero-tolerance discrimination policy.

Read more at: www.WeAreArc.co.uk/About/Our-Impact/Social-Inequalities



Tackling Barriers to Employment

Our 2025 Goal: Support 1,000 people facing barriers to employment into work through the Arc Academy

Our vision to shape the world of flexible work into a better place for all means we need to help everyone, especially people from disadvantaged backgrounds, who may face barriers to employment and may require extra support.

In practice, this means we need to provide them with a safe space to grow, develop, learn, and earn at least a living wage to support them to live their life fully.

You can see the progress on the supporting goals for this impact pillar, including the first shown on the right.

In 2021/22, we focused on:

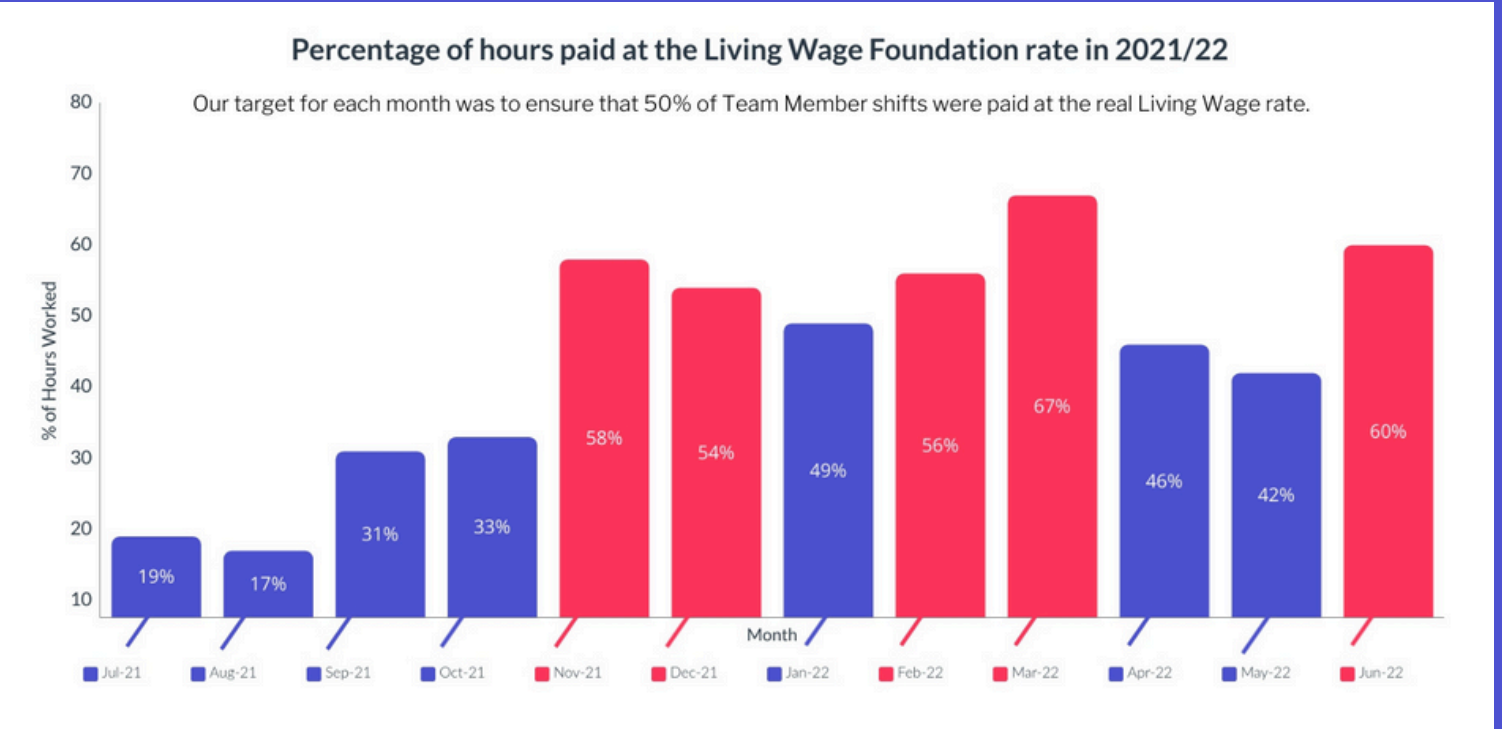
- Paying our team members at the living wage rate.
- Creating Arc Academy employability programme.

Goal 1:

Achieve Living Wages for Team Members (at least 75% of hours worked paid at a real Living Wage by 2025, aiming for 100% by 2030)

Paying our team members a fair wage goes hand in hand with eliminating social inequalities. We set a goal to pay at least 50% of hours at the Living Wage rate for the 2021/22 reporting period. While we started slowly, we succeeded in reaching our target for five months, experiencing a small dip again in April as the Living Wage rate went up in London from £10.85 to £11.05 and across the rest of the UK from £9.50 to £9.90. Overall, we can see an upward trend, which is forecasted to continue its rising flow.

We made great improvements in paying our team members at the real Living Wage rate this reporting year, averaging 44% of hours, we are aiming to negotiate the payment of Living Wage with our clients to reach 100% by the end of 2030.





CASE STUDY: The Creation of Arc Academy

Our bespoke employability programme for the hospitality industry

The launch of our employability programme, Arc Academy, was an important milestone towards making progress on our goal to help people with barriers to employment into work. The creation process was a collaboration between Arc and an employability charity, Back on Track. The current Academy offer consists of four sessions, each focusing on a different topic around employability and the hospitality industry.

More details about Arc Academy on our website: www.WeAreArc.co.uk/Arc-Academy.

While we are experts at helping people find their feet in the world of work, we wanted to make sure Arc Academy will deliver real benefits to all participants. That's why we partnered up with a Manchester-based charity Back on Track, which supports people who have been homeless, have criminal convictions, or had mental health problems. Our internal team from across the UK held a brainstorming day dedicated to forming the content for Arc Academy, with the help of a dedicated Back on Track employee who has experience working directly with people experiencing barriers to employment.

We established further partnerships with The Springboard Charity and Ingeus to work as referral partners for participants to our Arc Academy.



The ultimate benefit for the participants is to sign up with Arc and work shifts paid at the Living Wage rate.

The final offering consists of 4 workshops where each focuses on a different topic, but collectively prepares the participants to enter the world of work, build their confidence, and help them understand the hospitality industry in practice, amongst developing many other skills. The ultimate benefit for the participants is that after successful completion of the Arc Academy programme, they will have the opportunity to sign up with Arc as one of our temporary workers, and work shifts paid at the Living Wage rate. If they choose not to apply with us, we will be there for them for the next 6 months to support them in any way practically possible to help them achieve their next steps.

With the final offer in place, we realised that having an age limit on our target audience was creating a barrier in itself. While initially, we wanted to target NEET (not in education, employment, training) people aged 16-24, our charity partners made us realise the inequalities it would create for older people in terms of accessing the opportunity. We decided to listen to the experts and removed the age limit, opening Arc Academy doors to anyone over 18 years old.

We realised that creating partnerships with local charities that can refer us participants is the key to running the Academy. We held a pilot session in Manchester that resulted in our very first Arc Academy graduates, two of which applied to work with Arc, and with one already working their first shifts paid at the Living Wage rate. We are now opening the doors to our Arc Academy employability programme nationwide, in all Arc locations.

“

I joined ARC through the charity Back on Track. Monika came in and told us all about what ARC ACADEMY is all about and I immediately wanted to become apart of it. I then signed up to the employability programme and got all the insight on what ARC was, their history and the work they do and I wanted to be apart of it even more.

I've been wanting to get into the hospitality industry for years, and ARC are the team that gave me a break that I needed. I have since done some shifts and it's even better than I dreamed of. Everyone is so friendly and helpful, and I'm learning all the tricks of the trade. I will forever be grateful for the opportunity ARC ACADEMY gave me.

Arc Academy Graduate

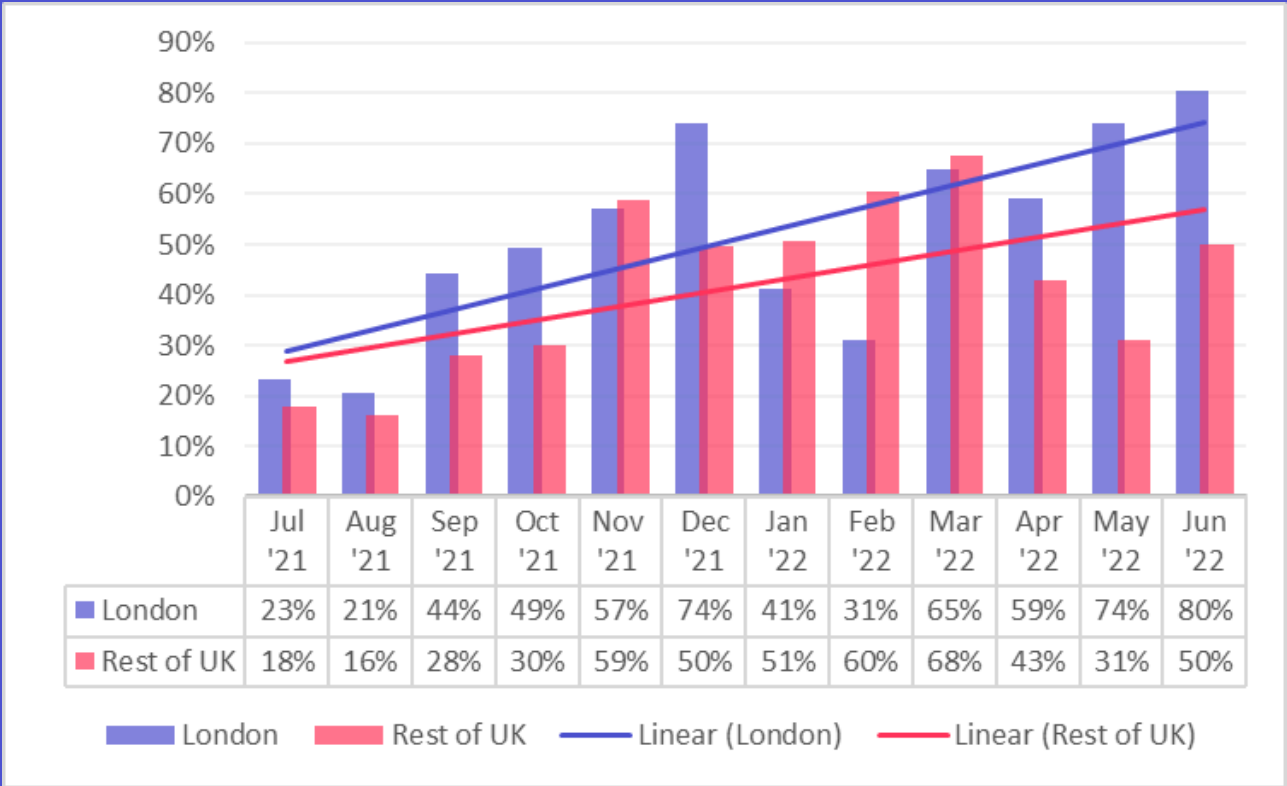


Goal 2:

Maintain Living Wage Employer and Living Wage Recognised Service Provider status

As a Living Wage Recognised Service Provider, all Arc full-time employees are paid the Living Wage rate or above. More than that, we are also committed to always offering a real Living Wage bid alongside every market rate submittal to all prospective and current clients. This means the client always has the choice to implement the real Living Wage at the point of tender.

% of shifts paid at the Living Wage rate at different locations in 2021/22



Lessons Learned

Arc has paid an average of 44% hours at the Living Wage rate in 2021/22, and we wouldn't be able to make this impressive improvement compared to last year if it wasn't for the clients that were open to discussions about paying the workers the Living Wage rate. Part of our lessons learned for this goal is to stand by our goal and be open to having a conversation with the clients as to why it is important that the workers get paid fairly. As a Living Wage Recognised Service Provider, we have to quote all new clients on the Living Wage rate. We also noticed this apparent trend across the industry after the pandemic, where clients were willing to pay more due to the shortages of staff everywhere.

We were also able to secure that pay for our team members as one of our biggest clients, Compass has moved to Living Wage. This encouraged us to start quoting all new businesses on living wage rates, which is proving to work. Generally, it was a move for clients to be more receptive given the market.

The graph on the left shows the difference in the hours paid at the Living Wage rate based on the different locations. The Living Wage Foundation recognises two different rates of living for the UK, one is London-based, and the other relates to the rest of the UK.

While the rate for London is higher (£11.05 at the time of writing this report), our data shows that we managed to secure the rate with our clients there more frequently than in the rest of the UK, where the rate is cheaper (£9.90).

With the current raising cost of living crisis and spiralling energy bills, getting paid at the Living Wage rate can be a lifeline for some people.



Goal 3:

Establish an Arc People's Pulse Forum to gather team member feedback and implement 5 improvement projects put forward by team members

We explored the idea of a establishing an Arc People's Pulse Forum and will do more to progress this goal next year.

Goal 4:

Ensure our full-time employees and team members are happy at work (90% say they are happy or very happy at work or would recommend Arc to others)

We decided to make the foundation solid first, to make sure our employees have the right support in place before asking this question. We will report on this statistic once we are confident with the support in place.

Goal 5:

Achieve B Corp certification to demonstrate our business is a force for good.

Achieving B-Corp accreditation has been an ambition of ours for quite some time now, and we are keen to see our business recognised as a force for good. At the moment of the writing of this report, we are currently in the Verification stage and are expected to finish the process in the near future.



Taking Climate Action

Our 2025 Goal: Educate Arc people on the climate crisis and engage 5,000 to take climate action

With our [Impact Strategy](#), Arc set out on a journey to reach net-zero emissions by 2025. We know we won't be able to do it unless we engage Arc people as well as our suppliers and clients on taking climate action. But to do so, we realised we needed specialist knowledge in our team. We started this reporting year by hiring our in-house sustainability professional and establishing a Sustainability & Impact Department, something that is not generally common for a business of our size with 26 full-time employees.

Since then, Arc partnered with [Planetly](#), a carbon management software that helped us to measure and monitor our carbon footprint, including all our indirect emissions in Scope 3.

We also published Arc's first-ever [Emissions Report](#) for the last reporting period 2020/21 and outlined our predicted [Journey to Net-Zero](#). On our journey to reach net-zero emissions by 2025, we started to implement carbon reduction measures across our offices. These measures have various impacts, but all contribute to the same goal.

In 2021/22, we focused on:

- Measuring our Scope 3 emissions.
- Monitoring team member commute.
- Implementing energy efficiency projects.
- Achieving carbon neutrality.



One of the most impactful measures was our switch from electricity generated from fossil fuels to a renewable electricity provider. Some other examples of what we have done so far on our Net-Zero journey include:

- Using a pension provider that offers ethical investment
- Recycling old electric devices and using refurbished laptops
- Using energy-efficient equipment
- Undertaking a waste audit and measuring waste monthly (recycled and general) with a goal to divert at least 60% of waste from landfills each month

We have progressed well towards our engagement goal too, as we piloted two initiatives. One was created for our full-time office team, and the second was specifically designed for monitoring our team members' commutes. Both run for half a year, with full-time employees having a competition among themselves on the most reduced carbon footprint. We encouraged them to sign up for [Giki Zero](#) - a fantastic tool to create a pathway for meaningful climate action.

Through Giki Zero people can measure their carbon footprint, keep track of it, and make a plan on how to reduce it, taking one simple step at a time. We tracked our employees' Giki scores and created an Arc Footprint Leaderboard, with a prize for the most reduced footprint after 6 months.

The climate action engagement project for our team members was on a much larger scale, and you can read more about it in our next Case Study section.

Taking Climate Action

Our progress on additional goals for this impact pillar includes:

Goal 1:

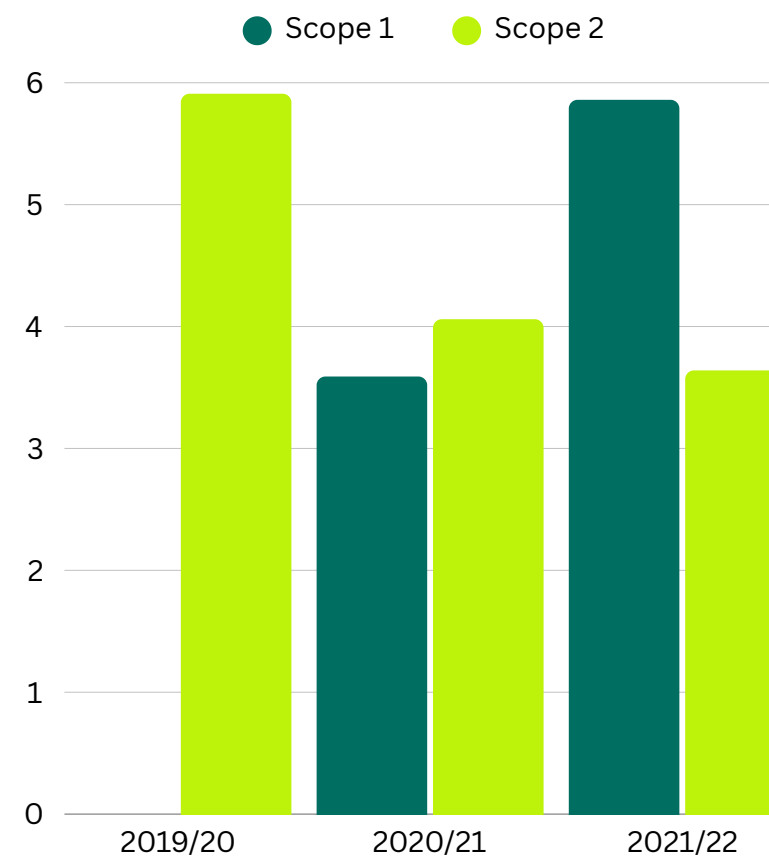
Measure and reduce our own operational greenhouse gas emissions (Scope 1 and 2)

We partnered up with Planetly, a carbon management software, that helped us manage our carbon footprint. We measured all our operational greenhouse gas emissions and implemented energy reduction projects to help with the reduction of our Scope 1 and 2 emissions.

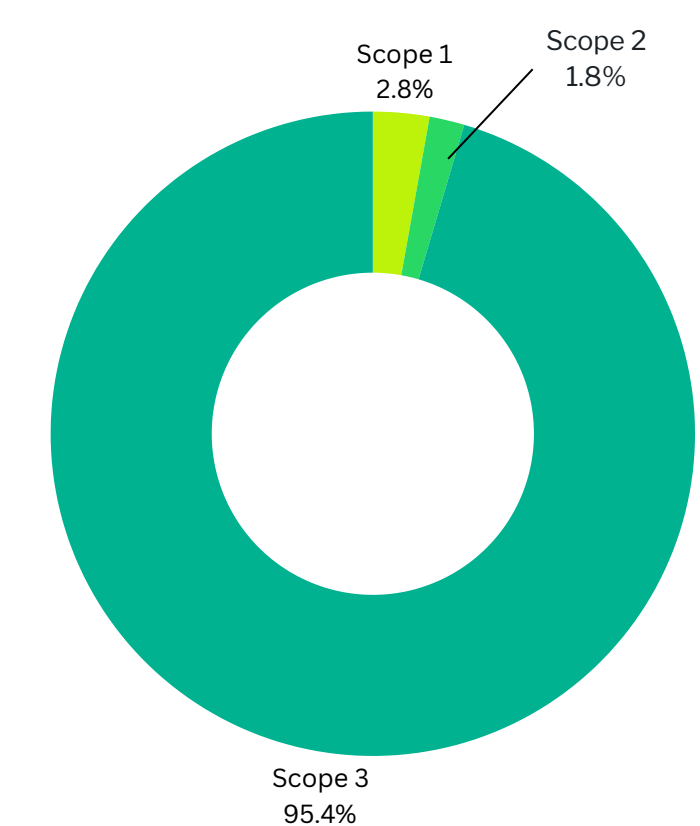
Scope 1 for 2021/22 equals 6 tonnes of carbon dioxide equivalent (tCO₂e), which forms 2.8% of our overall carbon footprint, and our gas heating in the Liverpool office is the source for this.

Scope 2 equals 4tCO₂e, forming 1.8% of our overall footprint, all from electricity. Thanks to our initiative to switch to renewably sourced electricity, we were able to reduce our Scope 2 footprint by almost half compared to our baseline year (5.91tCO₂e in 2019/20 vs 3.64tCO₂e in 2021/22).

Scope 1 and 2 emissions over time



Emissions by Scope for 2021/22



With a system in place to measure and monitor our emissions, we are now looking at ways to reduce them.

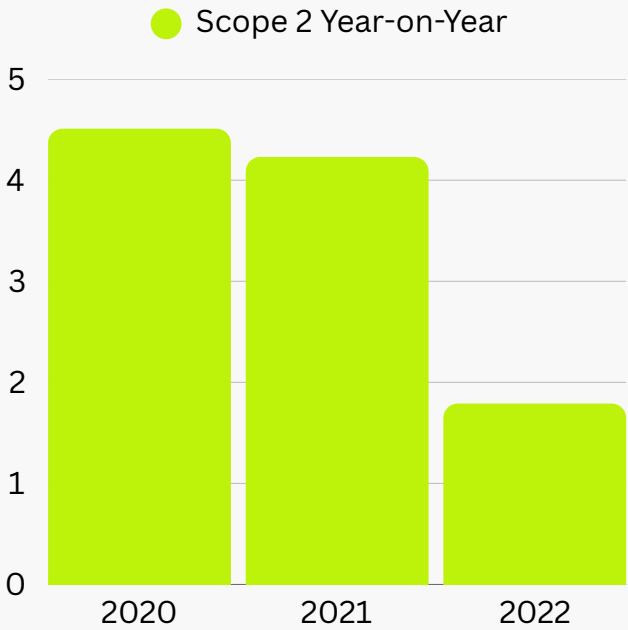


Goal 2:
Switch to 100% renewable electricity tariffs in all our offices

This goal proved to be more difficult than expected, as the energy market went through challenging times. The energy prices increased as never seen before, and it was difficult to switch providers.

We focused our efforts on the offices over which we have operational control, and on any new office spaces we secured. Our efforts resulted in three Arc offices running on renewable electricity, namely London, Liverpool, and Birmingham. Compared to our Baseline Year 2019/20, the electricity category lowered its total share of emissions by 38.9%.

Arc switched to renewable electricity providers late in 2021, which means the electricity we used still accounted for 4tCO₂e. For the next year, the focus for switching our energy providers will be on the offices in Scotland and Manchester, and any new offices we open at a different location.



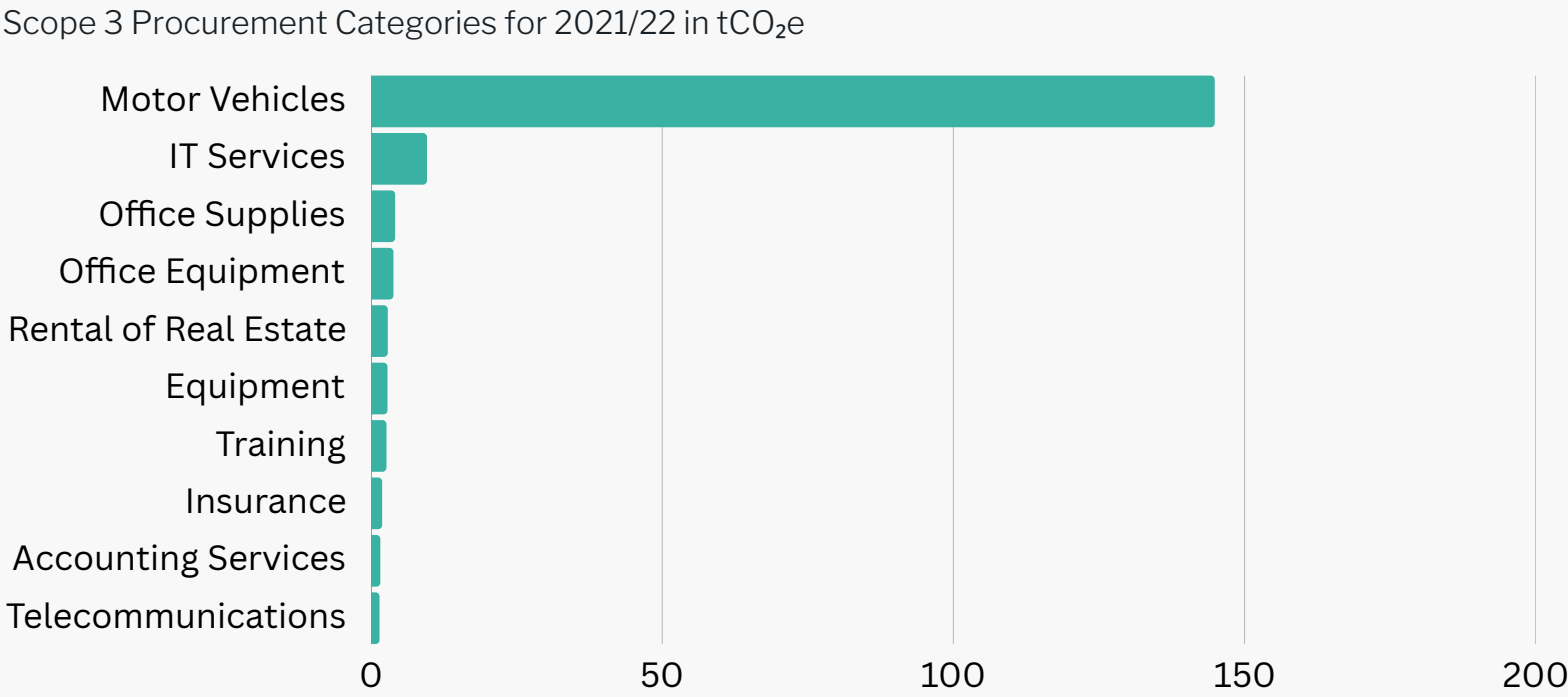


Goal 3:

Measure the indirect greenhouse gas emissions associated with providing staff at hospitality events (Scope 3)

Using our carbon management platform partner, Planetly, meant we could calculate and monitor our footprint of all Scopes under the Greenhouse Gas (GHG) Protocol methodology.

Scope 3 refers to indirect emissions associated with the running of our operations that we don't have direct control over. As for most businesses, our Scope 3 is the most significant source of emissions year-on-year. In 2021/22, Scope 3 accounted for 95% of Arc's footprint (198tCO₂e), of which Procurement categories alone accounted for 89% (see graph below for a breakdown), further proving the need to work collaboratively with our supply chain on findings ways to reduce emissions, as well as the need to include Scope 3 emissions in carbon reporting.



Scope 3: Transport

Employee commuting is one of the Scope 3 categories that we are reporting on. While this data was easy to obtain from our full-time office team, it is more challenging to track and measure the mode of transport our team members use to get to work. As we have a workforce of over 12,000 active team members across the UK, we had to think outside the box to get their commute data. Planetly helped to develop a bespoke transport survey, which our team members were asked to fill out monthly. You can read about the process and results in our Case Study on page 17.

Another significant source of emissions in our Scope 3 is hired transport under the Motor Vehicles category. Some of the events that Arc staffs are outside the city centre, which means we need to provide transport for our team. As Arc operations grew significantly in 2021/22, the emissions responsible for the transport of our team members to shifts more than doubled compared to our Baseline year (2019/20). Overall, hired transport is responsible for 70% of our carbon footprint (144.88tCO₂e).

We are currently working with transport providers that use low-emission vehicles and offset the GHG emissions ourselves to reach carbon neutrality. However, going forward, we aim to work with carbon-neutral transport providers, to create a bigger demand for transport companies to be environmentally conscious to work with providers that offer electric buses which use decarbonised energy in the future to move us forward towards our net-zero goal.



CASE STUDY: Measuring Arc Workforce's Commute

Goal 4:

Work with Team Members to measure and reduce emissions from travel to and from shifts

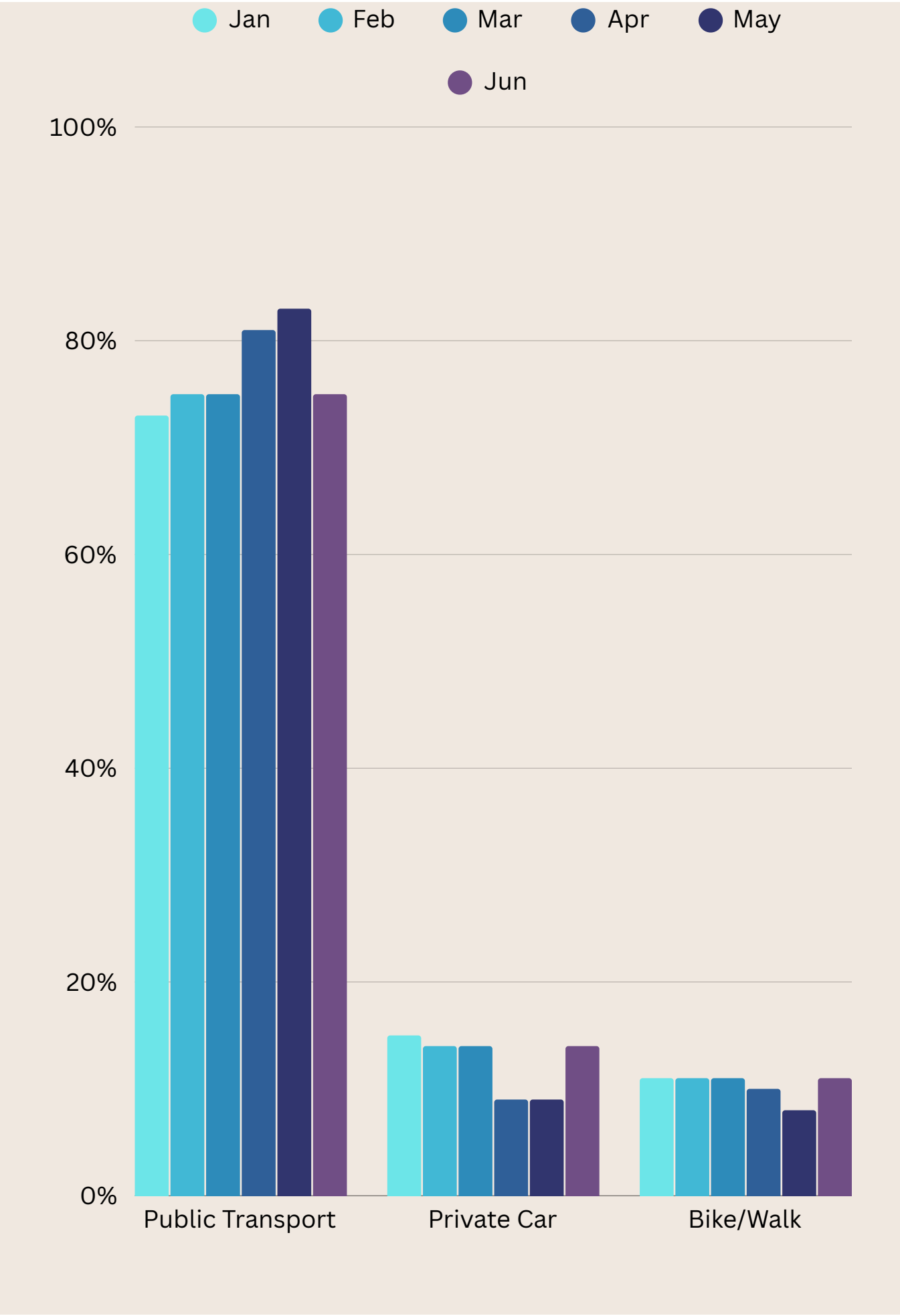
As a people business with access to thousands of employees, Arc is in a unique position where whatever impact we create, we can multiply the impact by encouraging our team members to follow our lead. We already know that our team members are interested in taking positive climate action, which is why we had good success with our first nationwide climate action initiative.

Partnering with Planetly, Arc launched a bespoke transport survey to see how our team members get to their shifts. This data forms the most significant part of our Scope 3 emission set, however, is very difficult to obtain. We asked our team every month since January 2022 for their modes of transport and their start and end location. The collection process went on for six months, while we supplied the team with information on how they are performing as a collective and encouraged them to use public transport or walk where applicable.

Since the first survey in January, team members’ use of private cars dropped by 4%, and their use of public transport increased by 5%.

We were able to encourage a behaviour change in 203 people (5%) out of 4055 people who answered the survey during the six months. This achievement marks the start of our climate action engagement journey. We are very pleased that we were both successful in obtaining important Scope 3 data and also helping our team members take positive climate action.

On average, the team preferred to use public transport throughout the year, which already creates less environmental impact than driving a private car. Walking and cycling to work are the best options as it has zero negative environmental impact, however, we understand it is not practical to use for every location they work at.



Lessons Learned:

As this engagement project lasted for 6 months, we had a good insight into the periods when the engagement was high, and when it was low. We came up with some Lessons Learned with the hopes that they may help with any climate action engagement projects at other companies:

- Understand that education and awareness raising does not lead to action - Don't just show numbers, they don't mean anything to people
- Instead, use the power of collective social proof to emphasize how many are already taking the action - People look to other people to inform their behaviour
- Focus on the positive message – for example, instead of saying '70% of people don't recycle' focus on the 30% that do.
- Start with what you are doing, how you are doing it, and why
- Visualise and grab their attention with a very snappy and short message
- Make it competitive, gamification works wonders!
- Demonstrate that the new behaviour does fit in people's lifestyle



Goal 5:

Choose high-quality carbon offsets for any remaining emissions that we cannot reduce

While we are aiming to reach our net-zero target by 2025, we made significant progress this year, as we reached carbon neutrality by offsetting all 207tCO₂e responsible for all 3 scopes. We acknowledge that carbon offsetting is not the solution to taking climate action and reducing our impact. However, it helps us to take responsibility for our carbon footprint at the current stage of our reduction journey, with the help of choosing responsible offsetting projects.

We included our employees in the process of selecting our offsetting projects, and two of the most voted-for projects that fit our criteria were selected.

- Solar cookers for refugees in Chad
- Wind energy project in Manisa, Turkey

Both projects also deliver benefits outside of the environment's betterment, as the social aspect of sustainability is very important to us at Arc. Both projects created new job opportunities in the local areas and helped to reduce reliance on fossil fuels as a source of energy. But what drove us to choose the project in Chad is that it also focuses on gender equality, good health and well-being for the refugees, and reducing poverty in the area. Both projects are Gold Standard accredited and were purchased through our partner, Planetly.



Acknowledgements

Sustainability Champions team

- Sarah King: For her continuous support and passion for anything D&I related and championing equity wherever she goes.
- Courtney Wakes: For her drive towards our goals of paying all team members the Living Wage rate.
- Maddie Milton: For her contributions and amazing help when setting up the Sustainability Department.

Arc Directors

- Michael Gavin & Paul Marcinkowski: For championing positive impact and leading by example with the way they do business

External Sustainability Advisor

- Ellie Austin: For her exceptional advice and guidance from the very beginning with the Impact Strategy.



Let's shape the world of flexible work into a better place for all, together.

Report prepared by

Monika Szabova (She/Her)
Impact Manager

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arc

Arc
61a Bold Street
Liverpool, L1 4EZ
United Kingdom
0151 331 5433
www.WeAreArc.co.uk



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