arc

IMPACT STRATEGY 2025

# Our Impact

Arc’s strategy for a better world of flexible work

# About Us

Arc was founded more than a decade ago by two friends with the belief that great people are at the core of great events.

MIKE

PAUL

Since then, we've grown to a nationwide agency providing temporary staff to hospitality events – and beyond. Our vision is to shape the world of flexible work into a better place for all.

We're launching this impact strategy to define what **a better place for all** means for our team, for our clients, for our industry and for our community. We want to play our part to help make recruitment and staffing fairer, to support people who are struggling to get into work, and to tackle the climate crisis which threatens the future for so many.

We're proud of the steps we've already taken in our business to be a great agency and look after our people, and we're striving to become a B Corp and a business that's a force for good.

**"Our vision is to shape the world of flexible work into a better place for all."**

# We're Honest
# We Care
# We Deliver

## We're Honest

We always strive to be honest with each other, our team members, and our clients. We know that being transparent about our impacts on people and planet is the only way to earn everyone's trust.

## We Care

It's easy to say we care, but for Arc caring means providing equal opportunities for everyone, and a respectful and supportive culture.
We also care about our impact on the environment and every day we try to make more more sustainable decisions.

## We Deliver

We're committed to delivering for all our stakeholders, so that together we can build a successful business that's a force for good.

# We're shaping the world of flexible work into a better place for all by tackling three big goals by 2025.

Over the next few pages we explain why these issues matter to us and how we'll tackle them.

We set out the steps we're taking in our business and operations to make sure Arc is a force for good for people and planet.

## Our goals are to:

**GOAL 01**

Lead our industry to make recruitment and staffing fairer for all

**GOAL 02**

Support 1,000 people facing barriers to employment into work through the Arc Academy

**GOAL 03**

Educate Arc people on the climate crisis and engage 5,000 to take climate action

# 1 Fairer recruitment and staffing

# Why is it important?

Many people face discrimination and unfair treatment in the workplace. The hospitality industry is no exception. Studies have highlighted that:

**21%**

Women in hospitality in the UK earn 21% less per hour than men in the same roles

**7%**

Black, Asian and ethnic minority men working in hospitality earn 7% less than their white colleagues

**35%**

35% of LGBT people have hidden their identity at work because they were afraid of discrimination

**20%**

People with disabilities face a 20% pay gap compared to their non-disabled peers

→ We believe that casual workers may be at even greater risk of unfair and discriminatory treatment in the hospitality sector.

Many hourly workers are in precarious positions with temporary relationships with their employers, and fewer legal protections than full time employees.

Discrimination and unfair treatment in recruitment and staffing can impact people in different ways, such as denying people fair access to certain types of work, or to more shifts.
It can lock people into lower pay rates than they deserve, or even worse, lead to direct discrimination or harassment in the workplace.

“We believe everyone should have equal access to high quality, rewarding work, where people are treated fairly and feel respected.”

# What can we do?

We place temporary staff into roles across hundreds of events a year for our clients.

We've seen discrimination and bias first hand in the hospitality industry. That includes both direct and indirect indiscrimination. There's unconscious bias that means certain types of people are chosen for shifts because of their age or gender, or how they look, dress, behave or sound. And there's direct discrimination where, for instance, staffing requirements actively exclude people from diverse backgrounds.

At Arc we're not perfect, and we know we've made mistakes in the past – but we want to learn lessons and be more inclusive in our business, while helping raise standards across the industry. We want everyone to be treated fairly, be respected and rewarded, and have fair access to equal hospitality work.

## Our 2025 goal:

# Lead our industry to make recruitment and staffing fairer for all.

## To achieve this we will:

- Survey our team members to understand their experiences of bias and discrimination
- Establish an industry initiative with our clients, peers and community partners to create a fairer hospitality industry by 2025.
- Complete a research project to understand bias and discrimination in the wider hospitality industry and decide where we could make the biggest difference

We want to work with our team members, employees, industry peers and other partners to change the recruitment industry for the better, for everyone.

First, we'll survey our team members to understand their experiences of bias and discrimination and we'll research what work has already been done on these issues. Secondly, we'll establish one impactful industry initiative to help make recruitment and staffing fairer for everyone.

# In our own business by 2025 we will:

We know we're not perfect but we're deeply committed to being the fairest business we can be.

That means ensuring we have best practice hiring and recruitment processes that welcome candidates from diverse backgrounds. And it means ensuring we provide a supportive and inclusive environment for every team member, including our own employees, from the moment they come to work with or for us.

01 Improve the accessibility of all Arc offices and spaces.

02 Work towards ensuring that our employees reflect the diversity of our team members

03 Train 100% of our full time team on diversity and inclusion

04 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

05 Measure the diversity of our employees and team members

06 Work with a third party diversity & inclusion specialist to audit and improve our practices and policies

# 2 Tackling barriers to employment

## Why is it important?

Struggling to find work doesn't just affect people's income and economic prospects, it affects their health, wellbeing and long term life prospects too.

The Covid-19 pandemic sent shockwaves through the UK economy and the hospitality industry ground to a halt during lockdowns, forcing many people in the events and hospitality industries out of work.

The UK unemployment rate stands at 5%, with some areas such as the north west of England facing unemployment rates double those in the south east of the country. Many people face barriers to finding work. This includes young people who aren't in education, training or employment, those with a disability or a health condition or people who are homeless or at risk of homelessness. Others may be at a transitional stage in life such as those returning to the workforce after having children, or people with changing circumstances later in life.

Finding stable work can be a significant challenge with people needing new skills or training, support to build their confidence, CV and interview techniques, or help connecting with potential employers.

“We’re experts at helping people find their feet in the world of work.”

# What can we do?

We want to use our skills to help people facing barriers to employment to find work. We'll do this through the Arc Academy – our employability programme.

Our full time team will provide a one stop shop to support those most in need to upskill, improve their CV and interview techniques, work with job coaches and mentors and build their network so they can find fulfilling work.

## Our 2025 goal:

# Support 1,000 people facing barriers to employment into work through the Arc Academy

## To achieve this we will:

- Launch Arc Academy as a dedicated programme to propel young people aged 16-24, who aren't in education, employment or training into work. We'll prioritise young people in cities such as London, Liverpool and Manchester where youth unemployment is at record levels.
- Research and identify youth charities and organisations already leading on tackling youth unemployment.
- Provide Arc team with time, employability expertise and resources to support youth charities and other community partners.

We're already proud of the work we've done to upskill people, offer CV support and interview training.

Now we're taking this a step further by launching a dedicated employability programme: the Arc Academy. We've chosen to focus our efforts initially on supporting young people as the Covid-19 pandemic has significantly affected their education and job prospects. More than 14% of 16-24 year olds were unemployed and over 1 million were not in full time education or employment in 2021. The hospitality and retail industries – where young people often work – have ground to a halt during lockdowns. In future we aim to expand the Arc Academy to support other groups facing barriers to employment.

# In our own business by 2025 we will

We know that to tackle barriers to employment and improve livelihoods and incomes for people, we need to be the best recruitment company that offers well paid and rewarding flexible work. That's why we'll continue to be a Living Wage Employer and Accredited Service Provider.
We want to provide an exceptional working environment for our own full time employees and for our 10,000 team members, to make sure they feel fully supported by Arc every day.

We also need to be a trusted partner in our communities – which is why we're working towards earning B Corp certification.

## 2022

01

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)

02

Maintain Living Wage Employer and Living Wage Accredited Service Provider status

03

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

04

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)

05

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

## 2025

# 3 Taking climate action

## Why is it important?

The climate crisis is one of the biggest threats we face. Human activity and burning fossil fuels is causing our planet to overheat – and we're on track to experience much more extreme and devastating weather events like heatwaves, droughts, flooding and wildfires.

Global climate scientists have said we have just a few short years to take action to reverse global heating and cut greenhouse gas emissions by 2025.

“As a service business, we don’t have a big carbon footprint... but that doesn’t mean we can’t play our part.”

# What can we do?

We believe every business, big and small, must step up to take climate action.

In our own operations we're switching to renewable energy and cutting our carbon emissions to reach net zero by 2025.

As a people business, we know there's lots of potential to inspire others to create more change. Our people are really passionate about taking action on the climate crisis - 70% of our team members say that climate change is an issue that's important to them*.

Together we want to help educate and inspire our team of temporary workers to take climate action, and give them the tools to reduce their climate impact while they work for Arc, and beyond in their daily lives.

* Results from a survey of 184 Arc team members in January 2021

## Our 2025 goal:

# Educate Arc people on the climate crisis and engage 5,000 to take climate action

## To achieve this we will:

- Measure our value chain greenhouse gas emissions to understand our greatest climate impacts on site
- Develop a climate action training programme to educate and inspire Arc people to take action
- Partner with a technology partner or software platform to collect pledges for climate action from team members

Our team members and our full time team have told us that they're really passionate about environmental issues – but they've also said they don't know where to start or what they can do to protect the planet.

We want to work with our team members to encourage and inspire them to take small actions that collectively make a big difference. For instance, choosing greener travel options to get to and from a shift, or tackling food waste on site – there's lots of small steps Arc people can take.

# In our own business by 2025 we will:

- Measure and reduce our own operational greenhouse gas emissions (scope 1 and 2)
- Switch to 100% renewable electricity tariffs in all our offices
- Measure the indirect greenhouse gas emissions associated with providing staff at hospitality events (scope 3)
- Work with team members to measure and reduce emissions from travel to and from shifts
- Choose high quality carbon offsets for any remaining emissions that we cannot reduce
- Achieve net zero carbon emissions

We're taking responsibility for the greenhouse gas emissions we emit through our day to day business operations.

We're aiming to reach net zero emissions by 2025 and we've identified some important steps to achieve that goal such as switching to renewable energy.

# Together we can make the world of flexible work a better place for all

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To find out more about our impact strategy and track our progress, follow our social media:

or for more information on kickstarting your career visit:
**www.wearearc.co.uk** or call **0151 331 5433**