

CONFERENCE CARE

Certified



Corporation

# B CORP IMPACT

# REPORT

**2025-2026**

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# FOREWORD



Over the past year, we have continued to build on the momentum of achieving B Corp certification in February 2024, using it not as a destination, but as a foundation for continuous improvement across every area of our business.

We are especially proud to have improved our overall B Impact score this year, reflecting the collective effort of our team and our ongoing commitment to balancing purpose with performance. This progress demonstrates that responsible business practices are becoming increasingly embedded into the way we operate, make decisions, and support our clients and partners.

The wider business landscape has continued to present challenges, with economic pressures and ongoing global uncertainty impacting both the events industry and the sectors our clients operate within. Throughout this, we have remained focused on resilience, adaptability, and delivering exceptional service, while continuing to evolve our offering and identify smarter, more efficient ways of working.

Sustainability remains central to our long-term strategy. While conversations around sustainability continue to shift globally, our commitment remains unwavering. We continue to work towards our Net Zero goals, maintain high standards through our ECOSmart Agency Certification and EcoVadis accreditation, and look for meaningful opportunities to reduce our environmental impact while championing social responsibility throughout our industry.

Equally important is our commitment to our people. Over the past year, we have continued to strengthen our focus on staff wellbeing, engagement, and development. Through regular Town Hall meetings, personal development reviews, wellbeing initiatives, and open communication across the business, we are committed to creating a supportive environment where our team can thrive both professionally and personally.

As we look ahead, we are already focused on our B Corp reassessment in 2027. We see this as an opportunity not only to maintain the standards we have achieved, but to continue raising the bar, identifying areas where we can improve further, deepen our impact, and strengthen the positive contribution we make to our team, clients, community, and environment. I'd like to thank the entire Conference Care team for their continued dedication, passion, and hard work throughout the year. I look forward to everything we will achieve together in the years ahead.

Until next year,  
**Pauline Beattie**

A handwritten signature of Pauline Beattie in black ink.



# OUR JOURNEY TO B CORP

## WHY?

We became a B Corp because our “why” - the reason we do what we do - is to inspire, innovate and create change. B Corp truly supports this attitude and pushes us to continually improve year after year. We wanted to join a community of companies that want to learn from and push each other to meet higher standards.

## THE LAST 12 MONTHS

Over the past 12 months on our B Corp journey, we have placed a strong focus on our people and workplace culture. We completed a company-wide wellbeing survey, which showed employee satisfaction increasing to 96%, directly contributing to an improvement in our B Impact Score. Building on this progress, we are in the process of implementing Equality, Diversity and Inclusion (EDI) training for all employees, reinforcing our commitment to creating an inclusive, supportive, and representative workplace. As a result of these initiatives and our wider sustainability efforts, our current B Impact Score stands at 110.5.

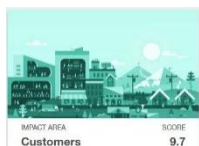


# WHERE WE ARE IN 2026

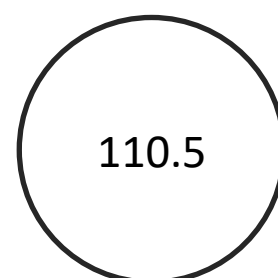
As our Managing Director, Pauline, highlights, 2025 has brought its fair share of challenges. Despite this, we're incredibly proud of the progress we've made and the positive impact we've delivered throughout the year. But we're only just getting started. In this report, we reflect on the commitments we made for 2025, share what we've achieved, and look ahead to our plans for 2026 and beyond as we continue striving to create meaningful impact by balancing People, Planet and Profit.

## OUR IMPACT SCORE

In February 2025, our B Impact Score was:



One year on, we have updated our impact score based on the changes we've made in the last year.



**1.2%**

Increase in overall B  
Impact Score



# OUR GOVERNANCE



**15**

Coats donated to the Salvation Army Winter Coat Appeal.



**£100**

Raised for charity through our employee-run tuck shop.



**100%**

Compliance with our ethical industry screening, including refusing work that didn't align with our B Corp commitments.

## COLLECTIVE COMMITMENT, GUIDED LEADERSHIP

Sustainability sits at the heart of how Conference Care operates, shaping every department and business process rather than existing as a standalone initiative. Instead of relying on a single sustainability lead, we see it as a shared responsibility, with every team member playing an active role in championing it. While our strategy sets the direction, it's the collective effort of the whole team – supported and guided by senior leadership – that turns those ambitions into tangible impact.

Our Senior Leadership Team (SLT) champions our sustainability strategy, supporting Andrew Deakin as CEO of Conference Care. SLT is made up of:

**Pauline Beattie** - Managing Director

**Rebecca Hollis** - Operations Director

**Amanda Riley** - Finance Director

**Molly Lissaman** - Events Director



## OUR SENIOR LEADERSHIP TEAM

The appointment of Molly Lissaman as Event Director to the Senior Leadership Team in 2025 strengthened Conference Care's strategic decision-making by bringing direct operational and client-facing expertise into leadership discussions. Molly's deep understanding of event delivery, supplier relationships, and client expectations has helped ensure that SLT decisions are grounded in real-world insights, improving alignment between strategy and day-to-day operations. Her inclusion has also enhanced cross-department collaboration and provided a strong voice for our events team, supporting continuous improvement, service quality, and sustainable growth across the business.



Our sustainability [strategy](#) and carbon reduction plan was created and published last year. The document formalised our intentions and set the direction of travel for our actions related to sustainability for the immediate future, the next 5 to 10 years, and for 2030 and beyond. For more information, you can see our full [Sustainability Strategy here](#). Since publication, we have conducted a review of our strategy to assess its viability and progress.

## SUSTAINABILITY STRATEGY



# GOVERNANCE IN 2025

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## PERSONAL SUSTAINABILITY TARGETS

### WHAT WE SAID WE'D DO

All team members to set individual targets related to sustainability with second level targets for the following year

### WHAT WE ACHIEVED

In 2025, we made strong progress across sustainability, community engagement, and employee involvement. As part of our environmental commitments, we launched Phase 1 of our Ecosia initiative, setting a company-wide target for all employees to adopt Ecosia as their default search engine. Our team also demonstrated a strong commitment to community support by donating 15 coats to the Salvation Army's Winter Coat Appeal.

Internally, members of our Plan-It! Sustainability Team took on clear roles of responsibility, including managing our vermicomposting scheme, coordinating dogs in the workplace, and acting as mental health ambassadors - helping to embed accountability and ownership across the business. Additionally, the whole team came together to organise and run the office tuck shop, raising £100 for charitable causes and reinforcing a culture of collaboration and collective action.

Personal Development Reviews are currently in progress where discussions around existing targets and further targets in 2026 are taking place.

## TRACKING CONTROVERSIAL INDUSTRIES

### WHAT WE SAID WE'D DO

Continue monitoring sensitive industries and refuse business from B-Corp prohibited organisations

### WHAT WE ACHIEVED

In 2025, we continued to embed and actively use our industry-tagging and sensitive-industry flagging system within our CMS. This enabled consistent, accurate year-end reporting on the industries our enquiries originate from, supporting greater transparency and helping us identify where we can improve our positive impact. The process for capturing enquiries linked to defence, ammunition, firearms, pornography, tobacco, and recreational marijuana remained firmly in place and routinely applied, providing ongoing assurance that we do not work with any ineligible industries and remain aligned with B Corp requirements. We have refused to work with one organization in the past year, agreeing to set them up with an industry partner instead.

### WHAT'S NEXT?

In 2026, we will focus on deepening engagement and strengthening accountability across the business. This includes progressing to Phase 2 of our Ecosia initiative, supporting employees to achieve Level 2 engagement and deliver greater environmental impact. We will also continue to develop the Plan-It! Sustainability Team with clearer ownership & objectives, ensuring wellbeing, sustainability, and responsible practices remain embedded in how we work and make decisions.

# OUR WORKFORCE



Department communication improved from 75% to 96%, creating a more collaborative workplace.



Introduced enhanced long-service leave, a dedicated chill-out zone, and expanded wellbeing support to help our people thrive.



**96%**

Employee Satisfaction

## EMPOWERING GROWTH & WELLBEING

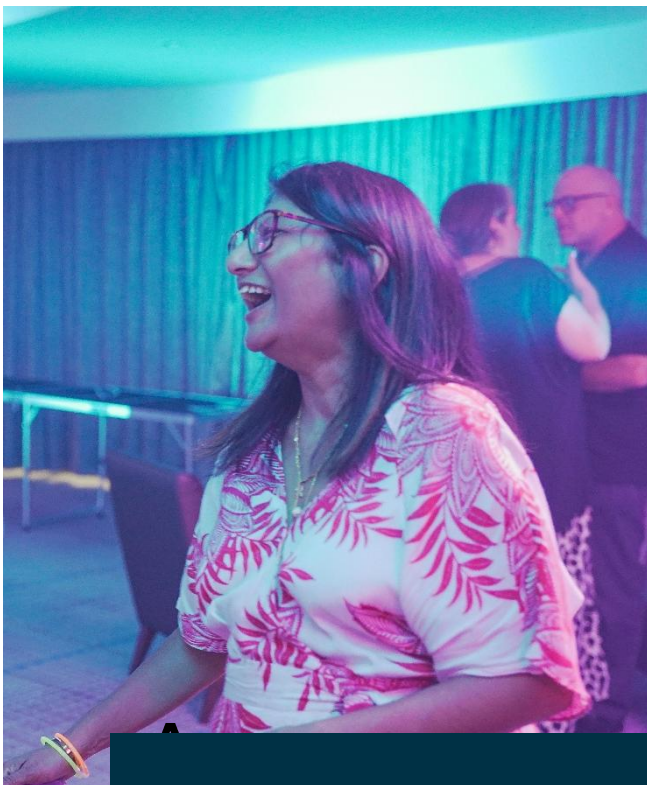
At Conference Care, we aim to make a meaningful, positive difference to the lives of all our team members, no matter their role or level of experience. We understand that this goes beyond the workplace, encompassing financial wellbeing, health and safety, personal wellness, career progression, and overall engagement. To support this, we are continually exploring what genuine impact looks like in practice, shaping our policies and initiatives to ensure they deliver lasting value for our people.

# OUR WORKFORCE



## ENGAGEMENT & COMMUNICATION

Results from our annual wellbeing survey showed a positive improvement in engagement and communication across the organisation in 2025, with employees reporting stronger communication both between departments and across the wider company. Department communication increased from 75% to 96% from 2024 to 2025.



## FOCUS ON WELLBEING

In response to feedback from our wellbeing survey, we have taken practical steps to further support employee wellbeing across the business. This includes creating a dedicated chill-out zone and additional space to encourage rest, reflection, and informal connection during the working day. Our Employee Assistance Programme (EAP) continues to be available to all employees, providing confidential support when needed. We have also enhanced long-service benefits to recognise loyalty and commitment, alongside introducing regular monthly social activities and events to strengthen connections, boost morale, and support a positive workplace culture.

# WORKFORCE IN 2025

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## WELLBEING SURVEY

### WHAT WE SAID WE'D DO

Launch a biannual anonymous staff wellbeing survey

### WHAT WE ACHIEVED

Having completed our employee wellbeing survey for the second year running, we are now able to monitor and track results year-on-year to understand where wellbeing, engagement, and satisfaction have improved and where further action is needed.

Comparing results against the previous year has provided valuable insight into the effectiveness of actions already taken and helped to inform new, targeted initiatives. This ongoing approach ensures that employee feedback directly influences decision-making and supports continuous improvement in wellbeing across the business.

Overall employee satisfaction increased significantly, rising to 96% from 87% compared with the previous year, demonstrating the impact of our continued focus on collaboration, open communication, and employee wellbeing.

## EMPLOYEE BENEFITS

### WHAT WE SAID WE'D DO

Explore additional benefits for long service staff

### WHAT WE ACHIEVED

In 2025, we set a target to enhance our employee benefits, with a particular focus on recognising long-term commitment to the business.

This was achieved by introducing an additional day of paid annual leave for long-service employees, and enhanced pension contributions for employees that have over 20 years service. This reinforces our commitment to rewarding loyalty, supporting wellbeing, and retaining experienced team members.

### ACTIONS TAKEN

#### Chill Out Zone

Consulting each department, we made adjustments to the office layout, circulated noise-cancelling headphones, and introduced policy changes. More changes to come.

#### Enhancing Workplace Comfort

We updated heating in the toilets and meeting spaces to make them more efficient and the space more comfortable.

#### Communication

SLT have been addressing the company more frequently and have been helping mid-level managers to disseminate information to their direct reports.

# OUR COMMUNITY



## 15,000 ft

skydive completed to raise funds for Mary Ann Evans Hospice.



Sponsored our newest Dogs For Good puppy, Pickle, supporting the next generation of assistance dogs.



Strengthened industry leadership through Pauline's appointment as Co-Chair of ABPCO.

## CHAMPIONING DIVERSITY AND INCLUSION BY REFLECTING AND UPLIFTING OUR COMMUNITY

We recognise that our activities influence the communities we operate in, recruit from, and work alongside. Alongside our continued support for local charities, we are focused on helping to create a more inclusive events industry. We see it as our responsibility to drive this forward by attracting diverse talent, addressing barriers to entry, and building a team that reflects the communities we serve. Through these actions, we strive to create an environment where inclusivity is embedded in our culture.



## ANDREW'S SKYDIVE

As part of our fundraising efforts, Our CEO, Andrew Deakin, faced his fears and plunged from 15,000ft in a skydive to raise funds for Mary Ann Evans.

This challenge helped raise both funds and awareness for the vital care and support the hospice provides to patients and families within the local community, reflecting our commitment to giving back and supporting causes that make a meaningful difference.

Pauline's appointment as Co-Chair of ABPCO strengthens our connection to industry best practice and leadership within the professional conference and events sector. Her role enables us to stay closely engaged with emerging trends, standards, and policy discussions, while contributing our expertise to the wider industry.

This position also enhances our credibility and influence, supporting continuous improvement and ensuring our sales and client strategies remain informed, responsible, and aligned with the future of the events industry.



## PAULINE BECOMES ABPCO CO-CHAIR

# COMMUNITY IN 2025

## PICKLE SPONSORSHIP

### WHAT WE SAID WE'D DO

All staff will have the opportunity to undertake volunteering time during work hours

### WHAT WE ACHIEVED

We began sponsoring a new Dogs For Good puppy in her socialising journey, even choosing her name – Pickle – in October 2025.

In April 2026, we had a visit from Pickle, her socializer, and a Dogs For Good representative to discuss her development and ongoing support.

We are currently discussing options for Conference Care staff to involve themselves more directly with Dogs For Good, either by volunteering, or becoming a holiday boarder, to look after the training dogs while their socialisers are on holidays or breaks.



## SUPPLIER MINIMUM STANDARDS

### WHAT WE SAID WE'D DO

Set minimum sustainability standards for our suppliers and measure their compliance

### WHAT WE ACHIEVED

The following standards have been embedded into our business and are reviewed annually:

OUR STANDARDS ARE AS FOLLOWS:

#### Labour Standards (if the supplier has employees)

- Must have a grievance policy or mechanism for employees to raise concerns
- Must have a “no tolerance” policy for workplace harassment and bullying. It must include the actions which will be taken when discrimination arises.

#### Health & Safety

- Must have a health & safety policy with a risk assessment mechanism
- Must not have any health & safety-related criminal convictions in the last two years

#### Environment

- Must not have any environment-related criminal convictions in the last two years

#### Business Ethics

- Must have an anti-corruption and/or Bribery policy

### WHAT'S NEXT?

We will continue to track and review our standards, looking to fill any gaps that become apparent.

# CASE STUDY

## MARY ANN EVANS FUNDRAISER

### AIM

Raise money for Mary Ann Evans Hospice by holding a range of activities throughout the year, including a bike ride and bake sale

### \* BIKE RIDE - SEPTEMBER

In September 2025, we revived a long-standing Conference Care fundraising challenge, inspired by a five-day cycle ride completed ten years earlier by members of our team from Dunfermline to Bedworth.

This time, the challenge was reimagined as a collective, team-wide effort, with colleagues using exercise bikes in our breakroom to cycle a combined distance of 450 miles — matching the original route and aiming to go even further.

The initiative brought colleagues together around a shared goal to cycle 758km and help raise funds for Mary Ann Evans Hospice, reinforcing our commitment to wellbeing, teamwork, and community support.

### BAKE SALE - NOVEMBER

As part of our fundraising activities, our team organised a bake sale in November 2025, bringing colleagues together to support a good cause while enjoying a wide range of homemade treats.

The event was well supported across the business and helped raise funds through small, everyday actions, reinforcing our culture of teamwork, generosity, and community involvement.

Mary Ann Evans Hospice offer physical, emotional, social and spiritual support to people with life-limiting illness, their families and those caring for them. They are a local charity very close to our hearts, as they supported our late founder Chris and his family in 2023.



“We are so grateful for being chosen as the charity to be supported at the event, the money raised will go a long way in our Hospice.”

**Zoe Fawkner**

*Fundraising & Community Engagement Officer  
Mary Ann Evans Hospice*



# CASE STUDY

## MARY ANN EVANS FUNDRAISER

### \* CHRISTMAS RAFFLE - DECEMBER

In December 2025, we held a Christmas raffle to raise funds for Mary Ann Evans Hospice, bringing together employees, friends, and family in support of a shared cause. Prizes were generously donated by our venue partners and suppliers, strengthening collaboration across our wider network and helping to maximise the funds raised. The raffle was well supported and offered the chance to win some fantastic prizes, all while contributing to a charity that provides vital care and support within our local community. This initiative reflects our commitment to community impact and collective fundraising through meaningful partnerships.



## We raised £650

for Mary Ann Evans Hospice

This is enough to support 13 Hospice at Home care visits

In 2026, we plan to continue our fundraising efforts, building on the strong engagement developed in previous years. To encourage participation and ensure causes reflect what matters most to our team, we will run a company-wide poll allowing employees to vote on the charity or fundraiser they would like us to support. This approach helps ensure our fundraising remains inclusive, meaningful, and driven by employee voice.

# OUR ENVIRONMENT

**299**

Tonnes CO<sub>2</sub>e of  
measured carbon savings  
through direct emission  
reduction initiatives

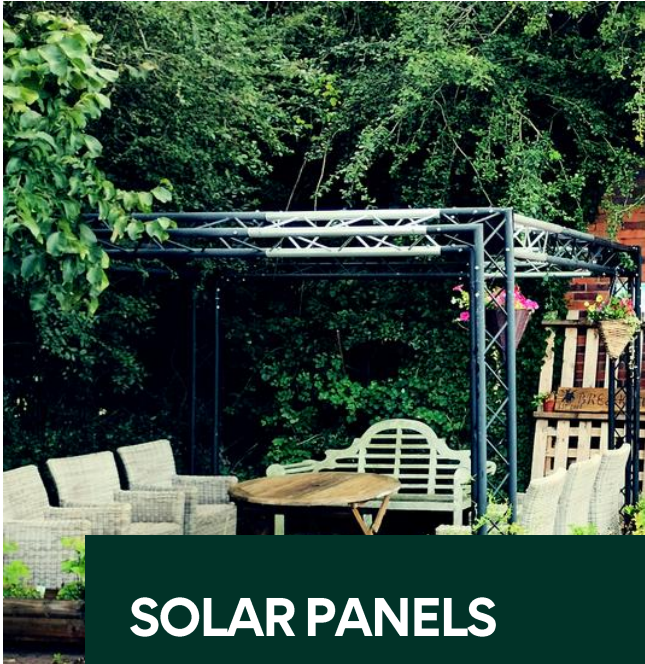
**30.9%**

Average carbon footprint  
reduction across  
comparable events

## REDUCING OUR FOOTPRINT THROUGH OPERATIONAL EXCELLENCE AND CIRCULAR INNOVATION

Our approach to environmental responsibility centres on a robust carbon management strategy that prioritises reducing emissions while supporting this with responsible offsetting. We have maintained carbon neutrality since 2011, but our focus remains firmly on minimising impact at source through operational efficiencies. Alongside this, we are embedding circular economy principles into our operations, reinforcing a reduction-first mindset across the business.

# OUR ENVIRONMENT



## SOLAR PANELS

One of our environmental improvement goals was to install solar panels on our office roof. We successfully secured external grant funding for the project; however, after completing feasibility and approval steps, we were unable to proceed due to restrictions within our building's landlord agreement. While the installation could not move forward, we continue to explore alternative renewable energy and carbon-reduction options that are compatible with our current premises.



## SIMPLER RECYCLING LEGISLATION

We now have DMR, Food waste, general waste separated and waste transfer notes to ensure all general waste is diverted from landfill via our waste provider.

# ENVIRONMENT IN 2025

19

## CLIENT CARBON TRACKING

### WHAT WE SAID WE'D DO

Support our clients in making more sustainable choices

### WHAT WE ACHIEVED

In 2025, we continued to strengthen our environmental impact by helping more clients measure and reduce the carbon footprint of their meetings and events. We now have nine major clients actively tracking the carbon emissions associated with their event programmes, representing more than 25% of our annual turnover. This marks significant progress in embedding carbon measurement into our services and supporting clients on their own sustainability journeys.

One of our biggest successes this year came through our partnership with M&G, where we collaborated to develop a bespoke Sustainability Checklist for use across all of their events. Following its successful implementation, the checklist has now been made available to other clients through our online venue finding portal, MeetingsHub, helping to share best practice more widely. As part of the upcoming MeetingsHub redesign, the checklist will also be added to our dedicated ResourcesHub, making it even easier for clients to access practical guidance and incorporate sustainable practices into their event planning.

## CONTINUED FOOTPRINT REDUCTION:

During 2025, we supported the delivery of more sustainable events through lower-carbon travel options, sustainable venue sourcing, plant-based catering, digital event materials and circular economy initiatives. Across events where year-on-year comparisons were available, these actions contributed to:

- 299.93 tonnes CO<sub>2</sub>e of measured carbon savings through direct emission reduction initiatives
- An average carbon footprint reduction of 30.9% across comparable events.
- Zero reliance on carbon offsetting, with reductions achieved through avoiding emissions at source rather than compensating for them after the event.
- Increased use of venues powered by renewable energy and those holding recognised environmental certifications
- Greater adoption of lower-carbon travel options, helping reduce attendee travel emissions.
- Expansion of vegetarian and plant-based catering choices to lower food-related emissions
- Reduced waste through the use of digital signage, reduced printed materials and the reuse of event resources such as lanyards and equipment
- Improved carbon measurement and reporting across events, enabling better identification of future reduction opportunities and more informed sustainability decision-making.

# OUR CUSTOMERS



## DELIVERING AWARD-WINNING EVENTS WITH PURPOSE

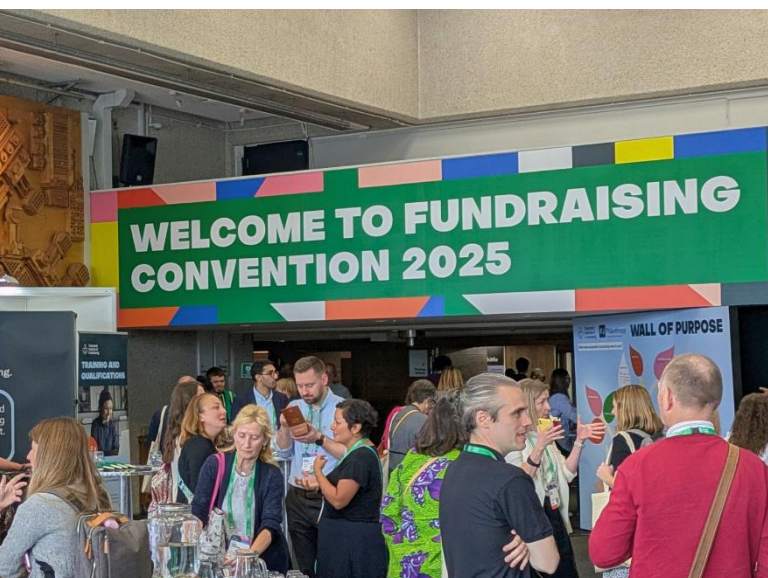
We go beyond delivering award-winning event expertise by focusing on the wider impact we can have for our clients. From supporting more sustainable event practices and celebrating their achievements, to offering our services pro bono so they can prioritise fundraising, we are dedicated to creating value that extends well beyond the event itself.



We've implemented a new process as part of our event management planning that focuses on sustainability. We support our clients in delivering more sustainable events by providing detailed carbon calculations, enabling them to understand the environmental impact of their activity and identify meaningful opportunities for reduction. Alongside this, we actively guide clients towards lower-impact choices, including sustainable menu planning, effective waste minimisation strategies, and more responsible travel options for attendees.

Our approach is further strengthened by prioritising partnerships with venues that demonstrate strong sustainability credentials, including robust environmental policies and recognised certifications, ensuring that every element of the event is aligned with best practice in environmental responsibility.

## SUSTAINABLE EVENT MANAGEMENT



We have developed three Impact Business Models (IBMs) designed to help our clients enhance their sustainability performance.

Our Carbon Disclosure service, now in its second year, has already seen strong engagement and uptake, complementing our established Carbon Consultancy offering and our ongoing work with not-for-profit organisations. In the following pages, we explore each of these IBMs in more detail, highlighting the positive impact they are delivering.

## PURPOSE-DRIVEN SERVICES

# CUSTOMERS IN 2025

## SUSTAINABILITY IN ACCOUNT REVIEWS

### WHAT WE SAID WE'D DO

Make sustainability an item in the standing agenda of each account review

### WHAT WE ACHIEVED

Sustainability is now featured on the agenda of each account review. The topics to discuss vary between each customer, but each conversation centres around how we can help our client achieve their sustainability goals, understand how to lower their impact, and how they can stay compliant with upcoming legislation.

We can help them in a range of ways - from offering our IBMs to sourcing sustainable suppliers and linking them with our sustainability team to provide consultative services.

Positive outcomes will be presented in next year's B Corp impact report, as each account will complete a year of account reviews.

## SUSTAINABILITY IN EVENT PLANNING

### WHAT WE SAID WE'D DO

When planning an event with a client, highlight specific changes to every client which can be made to make their event more sustainable.

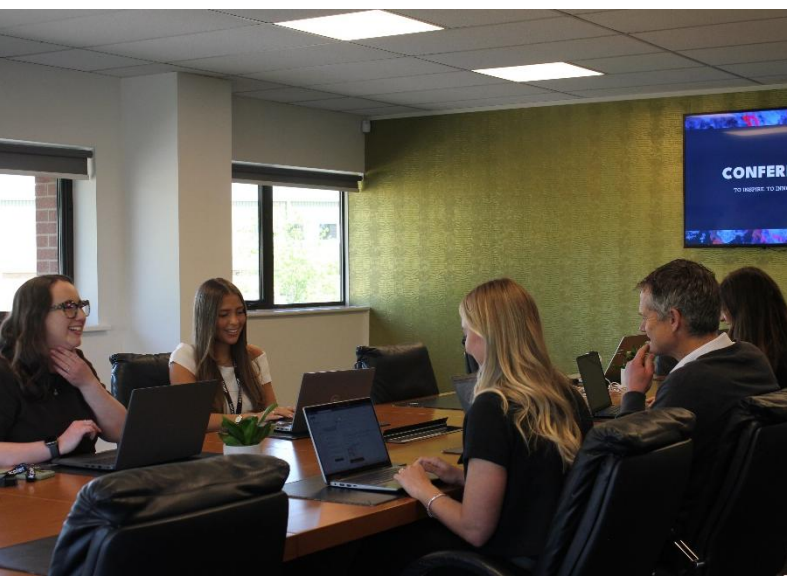
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### WHAT'S NEXT?

The plan for the future would be to include sustainability in onboarding documents



# OUR IMPACT BUSINESS MODELS

## WHAT IS AN IMPACT BUSINESS MODEL?

An Impact Business Model, or IBM, is a product or service that is designed to have a positive outcome for social or environmental sustainability. This is either by the product/service that is offered or the people it is offered to. At Conference Care, we offer several IBMs. We measure the positive outcomes of Carbon Consultancy, charity, and association services.



## CARBON CONSULTANCY

Carbon Consultancy helps event organisers reduce the environmental impact of their events through detailed carbon footprint assessments and practical emission reduction plans. Our process starts with a pre-event consultation to evaluate planned activities and identify opportunities to lower carbon emissions. After the event, we calculate the emissions saved as a result of the measures implemented, providing clear evidence of the positive environmental impact achieved.

For organisations looking to take additional action, we can also facilitate access to certified carbon offsetting schemes to compensate for any remaining emissions. By combining proactive emission reductions with verified offsetting solutions, this balanced approach delivers meaningful environmental benefits.

## Positive Outcomes

**299**

tonnes of carbon savings  
achieved

**5181**

tonnes of carbon offset

**30.9%**

average savings identified



# OUR IMPACT GOALS FOR 2026

In 2026, we will continue striving for a balance between people, profit, and the planet. Our focus will be on achieving the goals we did not reach in 2025, optimising existing processes, and setting new objectives for continued growth and improvement.

## EXISTING OBJECTIVES

Building on our learnings from the past year, we remain committed to advancing the following existing objectives:

- Incorporate sustainability goals into event management project goals
- Finish HQ solar panel installation project
- Track the positive outcomes of Carbon Disclosure
- Continue to provide staff with volunteering opportunities
- Measure client satisfaction

**In addition to our existing goals, we have set new B Corp objectives for 2026.**



**CONTINUE TO HARVEST RAINWATER**

We aim to begin harvesting our rainwater for use in the upkeep of our grounds and plant life. Harvesting rainwater offers numerous benefits, including water conservation, cost savings, and environmental sustainability. By collecting and storing rainwater, we can reduce their reliance on municipal water supplies, lowering utility bills and easing pressure on local water resources. Additionally, rainwater harvesting helps mitigate urban flooding by reducing stormwater runoff, which can carry pollutants into rivers and lakes.

**SET SPECIFIED TARGETS FOR CLIENT SATISFACTION**

We have started collecting client satisfaction feedback through our MeetingsHub platform, where clients can share their experiences of working with us. This information will enable us to establish a benchmark for client satisfaction and define an improvement target. Updates on our progress against this target will be included in our next B Corp Impact Report. We will track and review the data over a six-month period before formalising it into an official scoring framework.

**In addition to our existing goals, we have set new B Corp objectives for 2026.**



### **TRAINING FOR ALL EMPLOYEES ON TOPICS RELATED TO DIVERSITY, EQUITY, AND INCLUSION**

We are already planning disability awareness training for our managers, and we plan to extend this out to the whole of the company on wider DEI topics. Training staff in diversity, equity and inclusion helps create a more respectful, equitable and productive workplace where all employees can thrive while reducing discrimination, improving collaboration, and helping organisations better serve diverse stakeholders and communities.

### **TRACK THE DIVERSITY OF OUR WORKFORCE, ANONYMOUSLY MEASURING SOCIOECONOMIC STATUS, RACE/ETHNICITY, GENDER AND AGE**

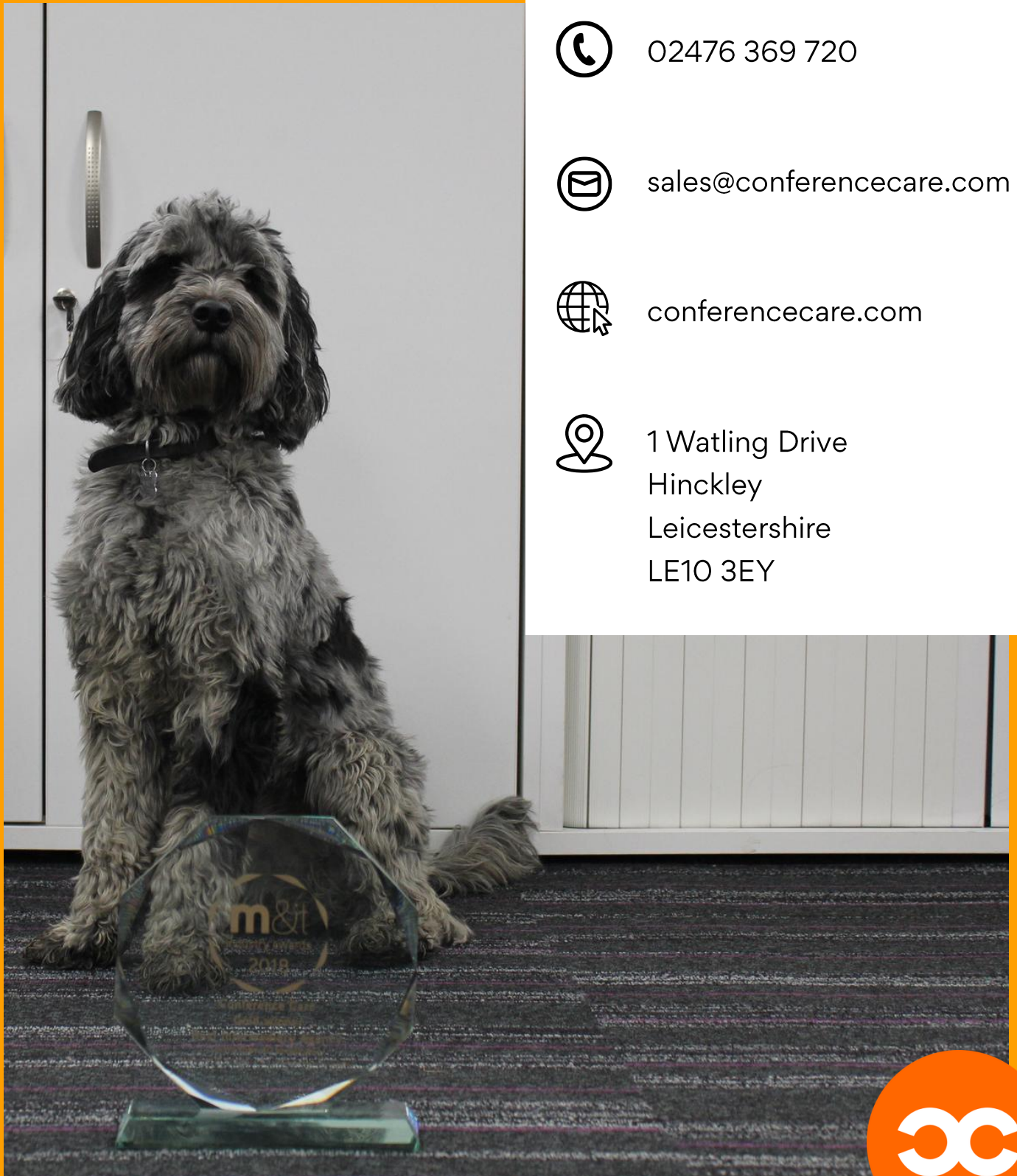
By understanding the characteristics of our team, we can identify areas where changes may be needed to remove barriers for applicants. Our goal is to attract individuals with the right skills and character, regardless of their background. By making both the application process and working life at Conference Care more accessible to everyone, we can foster a more diverse and inclusive environment.

### **CONDUCT ANONYMOUS OR "BLIND" REVIEWS OF APPLICATIONS OR RESUMES WITHOUT ATTACHING NAMES OR IDENTIFIABLE CHARACTERISTICS**

We will use our existing recruitment portal to complete this or find a portal from which this is capable. This removes the risk of applying unconscious bias to applicants.

Unconscious bias refers to the automatic, unintentional prejudices and stereotypes that influence our decisions and behaviours, and reducing it is crucial to reduce unfair treatment and discrimination.

# INSPIRE INNOVATE CREATE CHANGE



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