

Distinct.

B Corp

Impact Report

2025

**One year using business as a
force for good.**

Supporting people to thrive

Published 2026

ABOUT THIS REPORT

Our first year as a B Corp

In May 2026, Distinct Recruitment marked one year as a Certified B Corporation. Certification was an important milestone, but the greater value lies in the discipline it creates: measuring our impact, being transparent about the results and setting out where we intend to improve.

This report covers our principal social and environmental activity during 2025. It brings together our work across people, learning and development, charitable giving, environmental impact, responsible business and gender pay. It shares achievements openly, while acknowledging where information is still developing or where further action is needed.

Our purpose

Supporting people to thrive is the thread that connects our work with employees, candidates, clients, suppliers and communities.

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LEADERSHIP

Message from the CEO

Our purpose is simple: supporting people to thrive. It sits at the heart of how we lead our business, how we develop our people, how we support candidates and clients, and how we contribute to the communities around us.

During our first year as a B Corp, we have worked to embed that purpose more deeply into everyday decisions. We are proud of the progress set out in this report, from investment in career development and wellbeing to charitable support and improved visibility of our environmental impact. We are equally clear that responsible business requires honesty about the areas where there is more to do.

Our culture is guided by five values: Do the right thing; In it together; To dare is to do; No egos; and Go home proud. Those values ask us to act with integrity, collaborate generously, remain ambitious and take responsibility for our impact.

As we move into our second year of certification, our commitment is to strengthen the evidence behind our decisions, remain transparent about our progress and continue building a business in which people can succeed and be proud of the difference they make.

James Calder
Chief Executive Officer
Distinct



2025 SUMMARY

Impact at a glance

£5.9k charitable donations	67 volunteering hours
185 Easter eggs and selection boxes donated	20 promotions
100% of employees received a pay rise	120 hours of one-to-one business coaching
802 trees planted through partner initiatives	79.85 tCO₂e reported 2025 working footprint

In 2025, we were also recognised as a **Sunday Times Best Place to Work** and received a **Breakthrough Culture Award**. These recognitions matter to us because they reflect the experience and contribution of our people, but they do not replace the need to keep listening and improving.

PEOPLE

Our people strategy is built around development, fair reward, wellbeing and an inclusive culture. During 2025, we made 20 promotions across the business and every employee received a pay rise. These outcomes reflected our commitment to recognising contribution and creating visible routes for progression.

Learning and career development

Development during 2025 combined technical learning, inclusive workplace education and leadership support. We ran career path workshops to help employees understand the different routes to promotion and what progression can look like at Distinct. We also ran B Corp workshops so that employees understood what certification means and how individual choices contribute to our wider impact.

- Neurodiversity training for Board Directors and the senior leadership team, with wider rollout planned for 2026
- Menopause awareness training made available to all employees
- Equality, diversity and inclusion training for all employees
- Five key employees taking part in a leadership development programme
- 120 hours of one-to-one business coaching
- Funding and study leave for two employees completing AAT qualifications.

Wellbeing and benefits

We continued to support wellbeing through both practical initiatives and our wider benefits package. Activity included ten yoga sessions and 16 hours of dog walking. We introduced an electric vehicle salary sacrifice scheme through Octopus Energy and enhanced our pension offering for all employees.

Our 2026 focus

Complete the wider rollout of neurodiversity learning, review participation and outcomes from development activity, and continue making career pathways clear and accessible.

COMMUNITY

Community and charitable impact

We believe our impact should extend beyond our own organisation. In 2025, Distinct donated £5.9k to charitable causes and employees contributed 67 hours of volunteering. We also donated 185 Easter eggs and selection boxes to Operation Orphan.

The organisations supported during the year reflected a range of local and wider social needs, including healthcare, hospice care, children and families, animal welfare and community support. Beneficiaries included Operation Orphan, Just for Dogs Rescue, Nottingham Hospitals Charity, Ashgate Hospice, Nottingham Children's Hospital, Home & Dry, Hayward House Hospice and Maggie's.

Partnering with purpose

We also sought to reflect our values in everyday purchasing and gifting. Reusable FOSH bottles were used for candidate gifts, while client Christmas gifts included locally sourced candles, honey, vegan chocolate and whisky. Across our offices, we continued to choose ethical and, where possible, locally sourced kitchen, bathroom and stationery products.

Looking ahead

In 2026, we plan to develop our new charity partnership with Candlelight and continue creating accessible opportunities for employees to volunteer and contribute.

PLANET

Environmental impact

Our environmental approach is based on a clear hierarchy: measure our footprint, reduce avoidable emissions and take responsibility for emissions that cannot yet be eliminated. We recognise that offsetting complements reduction; it does not replace it.

Measurement and comparability

Our 2024 carbon footprint was calculated by Positive Planet at 319.3 tCO₂e. The assessment reported Scope 1 emissions of 1.5 tCO₂e, Scope 2 emissions of 13.0 tCO₂e and Scope 3 emissions of 304.7 tCO₂e. Purchased goods and services, business travel, and employee commuting and home working were material contributors.

For 2025, we changed reporting partner to Carbon Neutral Britain. Its assessment reported a total footprint of 112.18 tCO₂e, comprising 2.91 tCO₂e of Scope 1 emissions, 7.41 tCO₂e of Scope 2 emissions and 101.86 tCO₂e of Scope 3 emissions. Its largest reported avoidable sources were business travel, staff commuting and energy use on site.

Important reporting note

Positive Planet and Carbon Neutral Britain use different methodologies, assumptions, data boundaries and inputs. We do not want to understate our footprint or overstate our progress. The largest reduction was in the carbon footprint attributed to our purchased good and services.

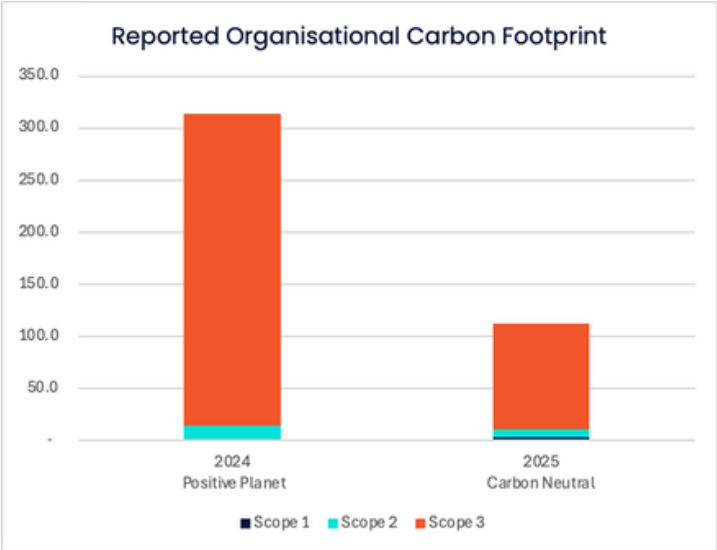


Figure 1. Reported footprint by provider.

The figures are not directly comparable as different providers use different methodologies.

PLANET CONT.

Reduction, offsetting and nature

We reduced overseas business travel during 2025 despite growth in international sales. We also launched an electric vehicle scheme for employees and continued to encourage lower-impact choices. Through Train Hugger, FOSH and Tree Sisters initiatives, 802 trees were planted during the year: 66 linked to rail bookings, 213 linked to reusable bottle purchases and 523 linked to permanent candidate placements.

Our 2024 emissions were offset through the Carbon Neutral Britain Woodland Fund Portfolio. Following the 2025 assessment, Carbon Neutral Britain confirmed that the reported footprint was offset and awarded Carbon Neutral Business status in July 2026.



Our commitment going forward

- Our carbon reduction long-term ambition is to achieve net zero by 2040, reduce total emissions by at least 90% and neutralise residual emissions through verified offsets. Our plan also aims to reduce Scope 1 and 2 emissions by 42% by 2030, reduce Scope 3 emissions by 42% by 2030 and improve the completeness of Scope 3 measurement.
- Improve primary data and document reporting boundaries, assumptions and exclusions.
- Continue reducing business travel and support lower-carbon commuting choices.
- Improve energy efficiency and renewable energy use across our offices.
- Review progress annually and publish changes, restatements or limitations transparently.

FAIRNESS

Gender pay gap

We voluntarily review gender pay data as part of our commitment to transparency and fair reward. Our 2025 analysis covered 51 employees: 31 women and 20 men.

Why we use an accrued view

Our commission is paid when money is received from clients. The timing of client receipts can therefore create differences between when commission is earned and when it is paid. We analysed the data on both a paid and an accrued basis, but consider the accrued basis to be the more meaningful view of underlying earnings for our business.

Measure	Paid basis	Accrued basis
Mean pay gap	21.4%	13.6%
Median pay gap	26.4%	10.8%

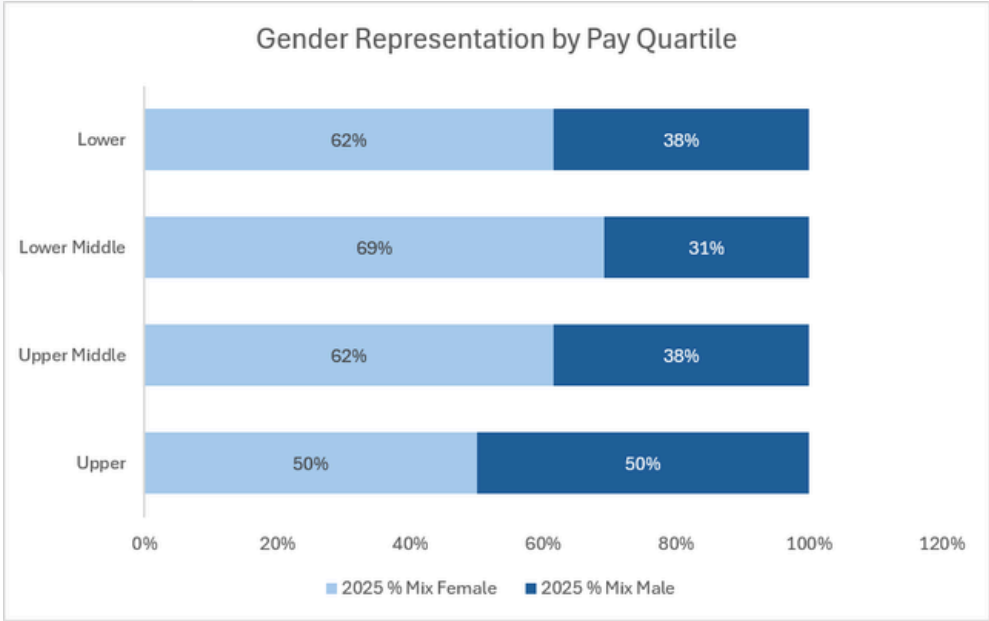


Figure 2. Gender representation within the 2025 accrued-pay quartiles.

FAIRNESS CONT.

On the accrued basis, women represented 50% of the upper quartile, 61.5% of the upper-middle quartile, 69.2% of the lower-middle quartile and 61.5% of the lower quartile. Representation at the top of the distribution is encouraging, but the mean and median gaps show that there is still work to do.

Our improvement plan

- Use accrued pay as the principal internal management measure while retaining the paid view for transparency.
- Review access to higher-earning roles, leadership pathways, larger accounts and commission-generating opportunities.
- Check salary and commission outcomes regularly for consistency and evidence-based decision-making.
- Monitor movement between quartiles and publish year-on-year trends.
- Continue inclusive leadership development and transparent career-path conversations.

GOVERNANCE

Responsible business and controversial industries

Responsible growth includes considering not only how we work, but who we work with. We maintain prohibited-industry controls and review exposure to sectors that may present heightened social, ethical or environmental concerns.

Our 2025 internal records identify client exposure requiring disclosure in areas including alcohol and gambling-related businesses. We believe transparency is preferable to presenting an incomplete picture. The presence of a client in a disclosed category does not remove the need for judgement; it requires appropriate review of the organisation, the assignment and the potential impact.

Our approach is to avoid work that conflicts with our values, apply proportionate due diligence and escalate uncertain cases.

GOVERNANCE

Prohibited industries

Distinct will not knowingly provide recruitment services to organisations whose primary business activity involves:

- Defence and military operations
- Tobacco production and manufacturing
- Adult entertainment and pornography
- Illegal activities
- Organisations linked to modern slavery, human rights abuses or serious breaches of ethical standards.

Restricted industries

We recognise that some sectors have both positive and negative societal impacts. These sectors are therefore subject to additional review and approval before any work is undertaken. These include:

- Fossil fuel extraction and production (limited to 5% of turnover)
- Gambling and betting organisations (limited to 1% of turnover)
- Alcohol production and distribution

In these circumstances, we consider factors including the nature of the role being recruited, the organisation's sustainability commitments, its social impact and whether engagement aligns with our purpose of supporting people to thrive.

During 2025, all new clients were screened against our Controversial Industries Policy prior to engagement. Several opportunities were declines because they did not meet our ethical standards.

This approach ensures that our commercial decisions are considered through both an ethical and environmental lens, allowing us to balance business growth with our commitment to responsible business practices.

Governance principle

Commercial opportunity does not override our responsibility to consider people, communities and the environment.

NEXT STEPS

Our 2026 impact plan

As we move into our second year as a B Corp, our priority is to convert good activity into consistent, measurable practice. We will continue to grow, including through our Leeds office (opened in January 2026) and our relocated London office (at B Corp-certified workspace UNCOMMON), while maintaining focus on the quality of our impact.

Area	2026 priority	How we will evidence progress
People	Complete neurodiversity rollout and continue career and leadership development.	Participation, feedback and progression measures.
Community	Develop the Candlelight partnership and accessible volunteering opportunities.	Donations, volunteering hours and outcomes shared by partners.
Environment	Validate the 2025 footprint and strengthen source data.	Documented boundary, methodology, assumptions and annual footprint.
Gender pay	Monitor accrued and paid gaps and review progression opportunities.	Mean, median and quartile movement year on year.
Responsible business	Formalise controversial-industry due diligence and escalation.	Recorded reviews and leadership oversight.
Engagement	Launch ESG roundtables and keep employees informed about B Corp.	Attendance, themes discussed and actions taken.

NEXT STEPS CONT.

Our commitment

B Corp certification is not the end point. It is a commitment to consider all stakeholders, report openly and improve continuously. We are proud of the work completed in 2025 and realistic about the challenges ahead. Our aim for 2026 is to strengthen measurement, turn learning into action and continue supporting people to thrive.

Thank you

To our employees, candidates, clients, suppliers, community partners and everyone who has contributed to our first year as a B Corp: thank you.

For more information, get in touch:

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