

2025 IMPACT REPORT

**trinnovo
group**

**BUILDING FUTURE-READY BUSINESSES
POWERED BY PEOPLE**



WHO WE ARE



Trinnovo Group: We specialise in workforce talent solutions, on a mission to build future-ready businesses powered by people. Our brands are:



Broadgate: Focusing on empowering people and businesses in highly regulated sectors, including Banking, Insurance, Investments, and Pharmaceuticals. Broadgate specialises in placing top talent into roles across Risk, Compliance & Financial Crime, Accounting, Sales & Relationship Management, and Transformation & Change.



DeepRec.ai: Deep Tech recruitment specialists on a mission to power progress. Bridging the gap between innovators and talent across Research, Gen AI, Machine Learning, Computer Vision, NLP, Embedded Engineering and Geospatial & Earth Data.



Trust in SODA: Market-leading digital tech recruiters, specialising in diverse talent and world-class customer experiences across DevOps, Software Engineering, Cloud & Infrastructure, Go to Market, and Data.

Our Consultancy:



Sorai: We imagine, design, build and launch businesses of the future, accelerated with AI. By combining the superpowers of a Design Studio and Business Consultancy, we deliver digital Products, strategies and ventures that are creative and valuable.

Trinnovo Group’s communities are:



Women in DevOps: Promoting gender equity, closing the DevOps pay gap, and inspiring the future leaders of technology.



Ex-Military Careers: Bridging the gap between the military and a fulfilling civilian career.



Pride in Tech: Creating a kinder, safer space for the LGBTQIA+ community in tech.



Ethnicity Speaks: Championing a fairer working future for people of all ethnic backgrounds.



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TRINNOVO GROUP MAKING AN IMPACT

Key Data

25%

Increase In NFI Per Head
From First 6 Months Of 2024
Vs First 6 Months Of 2025

2%

Increase In Headcount

54.7

Net Promoter Score

Our annual Impact Report tracks progress against our five-year goals, spotlighting the difference we make across six key areas: Diversity, Customer Engagement, Partnerships, Thought Leadership, Organic Growth, and Sustainability.

This 2025 edition is our third full year of reporting and reflecting on the impact of our collective efforts across clients, candidates, communities and colleagues.

34

Pay Rises And Promotions

87

Podcasts And Events Hosted This Year

13

Mentoring Hours, 92
People Supported

20%

NFI Comes From
Communities & Referrals

4

Charity Days Delivered

490

Candidates Placed

217

Clients Supported

373

Events And Podcasts Hosted
Against A Total Target Of 500

6,371

Magic Breakfasts
Donated



trinnovo
group



X

INVESTORS IN PEOPLE®
We invest in people Platinum

““““

'Trinnovo Group has pivoted exceptionally well to respond to the challenges of a suppressed market with decisive action on a strategic level.'

INVESTORS IN PEOPLE®
We invest in people Platinum

EXECUTIVE SUMMARY

Four editions in, our annual impact report has become a record of change and transformation, not only for our business, but also for the markets we serve.

While resilience remains essential, the past year has been characterised by a shift toward reinvention, a moment shaped by evolving trade dynamics, new technologies, and rising expectations of what good work should deliver.

Nowhere is this clearer than in the current hiring landscape. As leaders face conflicting pressures to innovate and do more with less, building and sustaining teams has never been more demanding.

Senior appointments are under greater scrutiny, access to specialist skills is narrowing, and workforce mobility is subject to tightening regulations.

It's within this context that we refreshed our mission and values. After months of collaboration across the group, we agreed on three values that bring greater clarity to the same principles that have guided us from the start:

Accountability:

Taking responsibility, setting expectations, and celebrating success.

Integrity:

Consistently acting with honesty, transparency, and high standards.

Impact:

Own your niche, drive outcomes, influence impact.

Between June 2024 and July 2025, this framework guided us in placing **490** candidates into **217** businesses and expanding access to opportunity through our community networks.

This year also marked the launch of Sorai, our AI strategy and digital product consultancy. Created by ex-McKinsey Partners in response to the acceleration of AI adoption, digitalisation, and growing regulatory complexity, Sorai completes Trinnovo Group's ecosystem as a natural extension of our service, broadening our impact beyond recruitment to help organisations build the capability needed for the future of work.

Alongside this, we've invested heavily in our own digital infrastructure. In a business environment hit by longer hiring cycles and greater selectivity, we recognised the need for faster, smarter processes.

That investment has matured into a market-leading tech stack, cutting time to profitability for new hires by two months, halving early attrition, and achieving a 98% adoption rate, strengthening our ability to deliver consistent outcomes for the businesses we serve.



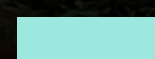
Global talent markets are still in a period of correction, with cautious investment, longer hiring cycles, and shifting expectations from both clients and candidates.

Venture capital follows the same pattern. Overall funding values have risen, but they're skewed by AI mega-deals, with volumes down and investors more selective.

This concentration has amplified demand in the markets where Trinnovo Group operates, while making leadership and specialist hiring more complex, reinforcing the need for adaptive, dependable, and ethical talent partners.



DIVERSITY



DIVERSITY

DIVERSITY, EQUALITY AND INCLUSIVITY (DE&I) SERVICE EXCELLENCE



The past year has seen an intense scrutiny of D&I initiatives, with some businesses scaling back efforts even as underrepresentation persists.

Against this backdrop, we remain convinced that diversity, equity, inclusion, and belonging are essential to creating opportunity and building resilient, future-ready organisations. That commitment was recognised by the Recruiter Awards in September 2024, when we named the winner of the Diversity, Equality, & Inclusivity (DE&I) Service Excellence Award.

As the judges noted:

“

“There was one clear winner in this category – Trinno Group. This was a brilliant nomination with this registered B Corp organisation embedding a wide range of initiatives benefiting all underrepresented candidates. Trinno operates in a particularly challenging sector for DE&I, and its focus on removing barriers and minimising bias has resulted in outstanding client testimonials and compelling evidence.”

- Judges' Comments, Recruiter Awards.



DIVERSITY

Recognition like this matters, but it also reminds us we must match our external impact with internal progress.



While we've continued to help organisations build more representative teams and create fairer access to opportunity, we have much more ground to cover inside our own business.

This pause has given us the space to review how we attract, assess, and onboard talent ensuring that when growth accelerates again, it does so with inclusivity and intent.

While our external impact continues to grow, our internal data reminds us that meaningful change takes time and continued focus. Currently, our workforce is comprised of **34% women**, **14% ethnically diverse people**, **1% veterans**, and **0% LGBTQIA+** representation. These figures fall short of our five-year goals of **50%**, **25%**, **5%**, and **10%** respectively, and represent a decline from the previous reporting period.

This reality reflects both the challenge and the opportunity ahead. As hiring slowed in response to market conditions, lower turnover reduced the pace at which representation could change.

Yet it also gave us space to address the underlying systems and practices that will enable future progress.

The introduction of our Head of Internal Talent Acquisition role and new inclusive onboarding framework mark important early steps.

This includes deepening our engagement with undeserved talent pools and strengthening partnerships with diverse sourcing networks.

We've also overhauled our onboarding process, which is led by our embedded Talent, People & Performance function. Designed to be more inclusive, consistent, and efficient, the new framework combines a digital system with tailored learning paths to shorten time to productivity and create a genuine sense of belonging from day one.



DIVERSITY

In 2024, we launched a new automation tool that tracks post-placement diversity data for, helping our partners measure representation beyond the hiring stage. Adoption is still building, but the tool provides a strong foundation for deeper insight and accountability across future projects.

As we strengthen our internal foundations, we continue to build on the partnerships and community networks that extend our impact.

The same principles guiding our internal work on inclusion underpin the conversations, collaborations, and events that connect our brands and communities.



WOMEN
IN DEVOPS

2025 saw our return to the keynote stage at Tech Show London, where Women in DevOps hosted **From Diversity to Disruption, Shaping the Future of Tech.**



It was encouraging to see such strong willingness across our networks to engage, share ideas, and challenge assumptions, particularly at a time when momentum threatens to slow. We also saw our Pride in Tech community partner with ustwo to host Queer AI: Bias in the Binary, a panel on LGBTQIA+ inclusivity in artificial intelligence. The discussion explored bias in data, ethical design, and representation in tech. Now is the time to collaborate and support one another. Our communities, built on a decade of growth and trust, give us the foundation to do this, especially when it comes to emerging initiatives.

This has included hosting the launch of Black Wings UK, an exciting new community initiative from Rewriting the Code aimed at supporting Black women undergraduates in tech, at our London HQ.



CUSTOMER ENGAGEMENT

CUSTOMER ENGAGEMENT

To be a customer-first organisation at a time of market divergence and structural headwinds, we must continue to hold ourselves accountable to the outcomes we deliver.

This means providing customers the clarity, insight, and confidence they need to make good decisions in uncertain conditions.

Throughout the year, that commitment has shaped how we've evolved our services and deepened our partnerships.

This includes the expansion of our executive search offering, designed to help clients navigate senior appointments at a time of heightened scrutiny.

By combining Broadgate's global network and community-led search with a rigorous 12-step assessment framework, we've been able to deliver leadership hires that stand up to both cultural expectations and regulatory demands, which is reflected in a **100% successful completion rate** and a **+100 client Net Promoter Score (NPS)**.



We also adapted our embedded hiring solution in response to growing client pressure to scale teams and control spend. Our model combines a fixed-cost approach with the reach of our community networks and real-time market insights.

Through this model, we've saved one customer £280,000 across 28 hires, and in another case, increased workforce gender diversity by 40%.

We're now partnering with a US business at the forefront of its sector, delivering a **20-hire** sprint through early 2026. By giving them access to three specialist headhunters and significantly expanding the top of their talent funnel, we're enabling them to scale with precision while maintaining control of spend. The approach is currently projected to save the organisation around **\$400,000**.

This focus on disciplined, outcomes-led delivery was celebrated this year at the British Recruitment Awards, where Trust in SODA was named the Technology Recruitment Agency of the Year.

We're extremely proud of the Trust in SODA team, and equally of the wider Trinno Group, whose collective effort and shared standards made this recognition possible.

As global mobility becomes more complex, customers increasingly need partners who can navigate tightening regulatory frameworks and fragmented labour markets.

Across Europe, varying employment laws and compliance standards are reshaping how businesses access and engage talent.

In response, we've strengthened our operational infrastructure to help clients hire confidently in this new environment.

Over the past year, we secured our **AUG licence** in Germany, enabling us to support labour leasing and contingent workforce needs compliantly across the region. Combined with our existing **SECO licence** in Switzerland, this capability allows us to deliver compliant, flexible hiring solutions even as markets diverge.

Supported by our investment in candidate care and corporate operations, we now manage every element of the process, from payroll and sponsorship to relocation, helping clients navigate complexity, ensure compliance, and maintain access to the talent they need.

CUSTOMER ENGAGEMENT

While benchmarks vary by industry, a score above 30 is considered good, and anything over 50 is classed as excellent. Across 676 responses this year, Trinnovo Group achieved an NPS of 54.7, placing us in the excellent category and above the typical recruitment industry benchmark of 34.

As a group, we've seen steady progress throughout the year as our NPS increased from the low to mid-50s. We're maintaining that momentum by focusing on the details that make great experiences consistent.

When you're looking at the data, you'll start to see patterns emerge as common themes appear.

For Trinnovo Group's NPS reporting so far this year, that's clarity, communication, and follow-through, with promoters describing consultants who are 'consistently proactive and timely,' 'knowledgeable and market-aware,' and valued for 'understanding complex briefs and delivering high-quality shortlists.'

“

'Trinnovo Group were one of the key suppliers in relation to both quality and volume of candidates successfully placed.

Communication was key to this success, and our working relationship only strengthened as the year progressed, with mutual respect and honesty being the theme of conversations.'

“

'Trinnovo Group helped us during a high growth period, when the pressure was on. They were able to quickly understand our needs, not just at a surface level, but also understanding our culture and what good really looked like for us. Trinnovo Group learnt and adapted to what we needed quickly, enabling us to find top tech talent in the US, at a time when demand was very high. Thanks to them, we were able to secure several high-profile clients, really helping us to drive our business in a new, foreign market.'



PARTNERSHIPS



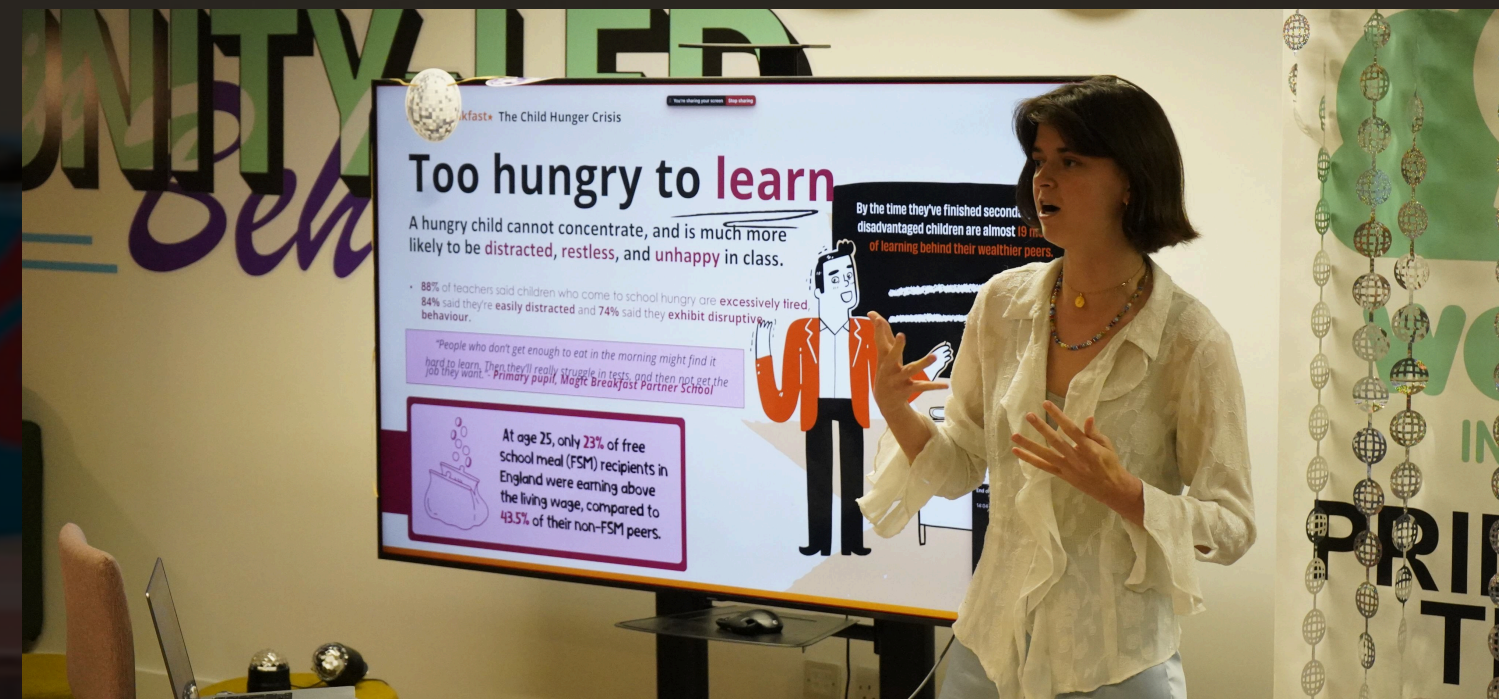
PARTNERSHIPS

Partnerships allow us to extend our impact beyond what we could achieve alone, creating value for communities, clients, and future talent alike.

Over the past year, these collaborations have taken many forms, ranging from employability workshops and fundraising initiatives to long-term knowledge-sharing projects.

This includes our continued partnership with Action for Race Equality, where we hosted an employability workshop that equipped young people with practical skills for building a digital footprint, improving CVs, and navigating LinkedIn.

Alongside this, we continued our support for Magic Breakfast, raising funds to help provide nutritious meals for children who might otherwise start their day hungry.



Magic Breakfast works to ensure that no child or young person in the UK starts the day too hungry to learn.

They do this in two ways:

1. Magic Breakfast works closely with partner schools, tailoring the breakfast offer to their needs and supporting them with best practice. Magic Breakfast provides a choices of up to 20 food items through its Magic Menu, and each school is assigned a dedicated engagement partner (a staff member at Magic Breakfast) to work with them and give advice and support.
2. As a registered charity, Magic Breakfast also focuses on being part of the solution through its research, campaigning, and advocacy work.

Breakfasts are funded through donations from individuals, trusts, corporate partners (like Trinnovo Group), and a membership fee from schools.



As part of our continued partnership, we've delivered a number of fundraising initiatives over the past 12 months. These included a Charity Quiz Night hosted by our Head of Talent, Aaron Gonsalves, which raised enough to fund 480 breakfasts for children. Combined with Aaron's 30-day run challenge, our 'Bring a Plate or Donate' fundraiser, and our ongoing pledge to donate to Magic Breakfast for every Google review we receive, these efforts have helped generate the equivalent of 6,371 breakfasts for children across the UK.

magic
breakfast
fuel for learning

PARTNERSHIPS

2025 also marked the launch of our academic partnership with Bayes Business School, where we introduced From Ideation to Investment, a five-part event series exploring the business lifecycle from start-up to scale-up.

By bringing together entrepreneurs, investors, and industry leaders from both of our networks, the series has created a platform for candid discussion on what it takes to build and sustain a business.

Mentoring remains a core part of how we share knowledge, nurture our networks, and stay connected to our communities. In the last reporting period, our people **mentored 92 people** over the course of **13 hours**, supporting various partners and charities. This brings our total to **517**, which is just over halfway towards our five-year goal of delivering **1000 hours**.



We know this is an area we need to improve. Participation was lower than we would like this year, and it's clear we need to make more space for our colleagues to engage.

Looking forward, we're revisiting how we support and structure volunteering to make it easier for our people to take part, and to ensure that our commitment to social impact is reflected in how we show up as individuals as well as an organisation.

“

'The Ideation to Investment series has been fascinating; there's been a massive range of views on entrepreneurship.

The networking afterwards has been fantastic, which includes some healthy debate. I've met lots and lots of people who want to talk about ideas and challenge my way of thinking about business. I've learnt so much and thoroughly enjoyed it.'

-Attendee, From Ideation to Investment



THOUGHT LEADERSHIP

THOUGHT LEADERSHIP

In last year's report, we committed to revisiting our thought leadership roots: important conversations, led by diverse panels, reaching broad and engaged audiences.

Over the past 12 months, we've built on that commitment, curating events with greater care, hosting discovery sessions with our networks to shape content, doubling down on roundtable discussions, and publishing whitepapers to amplify findings to our wider community.

While the number of events and podcasts we hosted this year was slightly lower than in the previous reporting period, this is an expected outcome of a more intentional, targeted approach to developing thought leadership initiatives.

By narrowing the focus, we've created space for more valuable conversations, and for insights to be carried forward beyond the event itself.

As we noted last year, we refined our impact goals to better reflect the size of our team while keeping ambition high. For thought leadership, this means a revised five-year target of **500** initiatives, scaled from the original **700** to remain stretching but achievable.



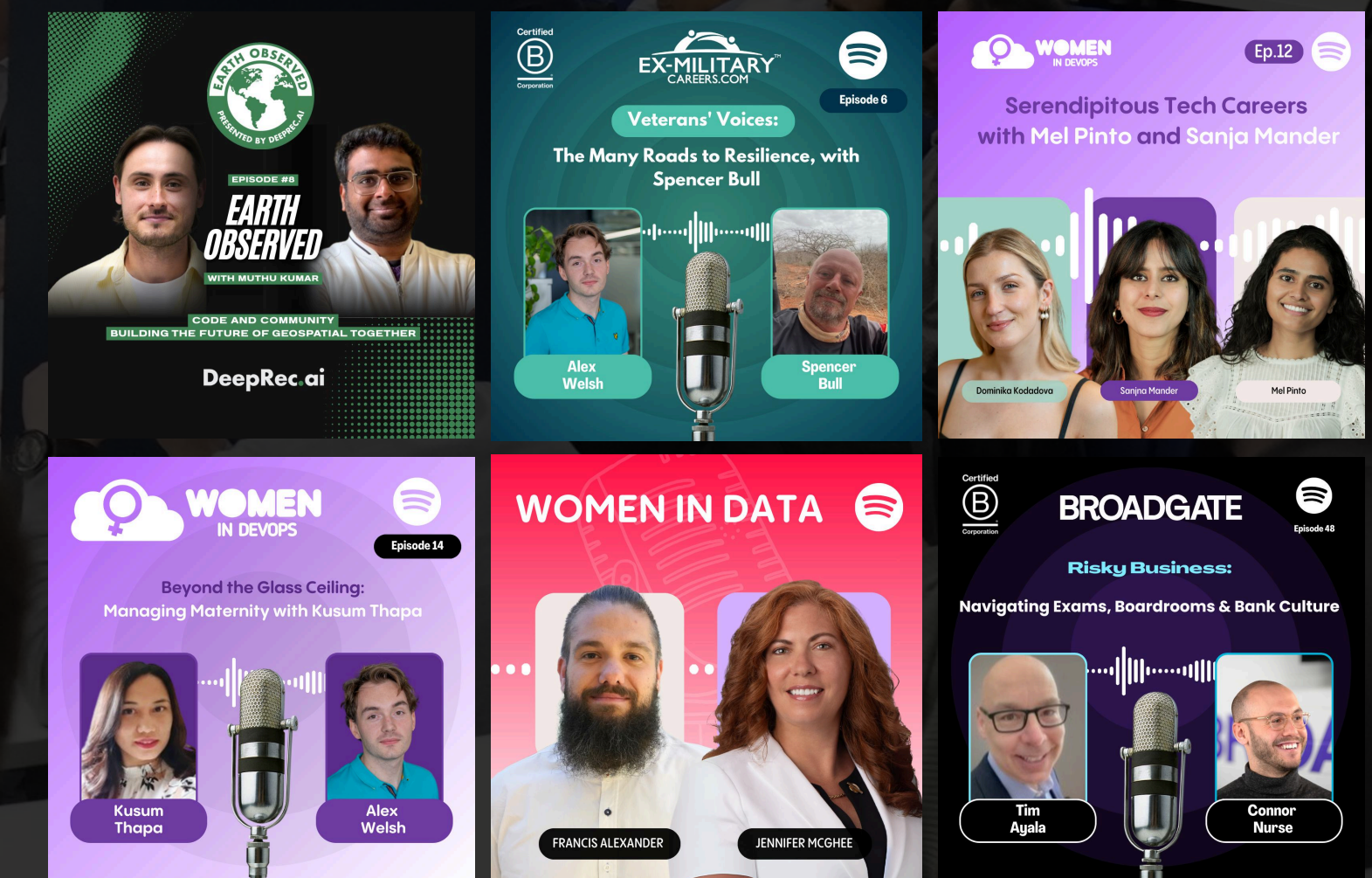
In 2025, we got the chance to explore new platforms for sharing ideas. Founder and CEO, Ashley Lawrence, joined Anish Joshi, Founder of Sorai, at the Royal Institution for Bayes Business School's MBA London Symposium, where they spoke on innovation, AI, and human-centred design.

We also explored new formats for our events, which included the launch of Meeting of Minds, a speed-dating style roundtable session for senior leaders from across Zurich to exchange perspectives on a range of tech topics, ranging from ethics in AI to sustainability and regulation.

Exploring new formats also allowed us to expand the scope of our thought leadership initiatives. One standout example was our partnership with IDBS, where our Women in DevOps community hosted its first Woking-based event: Beyond the Glass Ceiling: Charting Your Career Path in Tech.

Alongside the live event, we produced a podcast series covering adjacent topics with senior leaders from across the business, offering deeper insight into the experiences and strategies shaping diverse leadership in technology.

We continued to extend our digital reach with two new podcast series: Women in Data, which supported the growth of Trust in SODA's US division by spotlighting voices in the field, and Earth Observed, DeepRec.ai's new flagship series dedicated to exploring the technologies reshaping how we monitor and understand our planet.



THOUGHT LEADERSHIP

Back in 2022, we set a target to grow our community network by **30% year on year**, a benchmark that reflected our ambition and the momentum of previous periods.

In 2025, our combined community reach grew by **17%**, a steadier rate than planned but one that reflects a deliberate shift toward deeper, more meaningful engagement.

This focus on quality over quantity has continued to define our thought leadership in 2025. By curating smaller, high-impact initiatives (including the development of our roundtable programme) and amplifying them through digital platforms, we've built a model that deepens trust, strengthens advocacy, and demonstrates how insight-driven content can drive both community value and commercial performance.

Even with a smaller marketing function, our thought leadership and content-led initiatives proved effective, with **20% of NFI coming from communities and referrals** in the most recent reporting period.



As our thought leadership strategy evolved, we placed greater emphasis on curated, invite-only roundtables designed to foster deeper, more candid conversations between senior leaders.

These smaller, discussion-based formats don't lend themselves to traditional post-event surveys, and as a result, we did not collect some of our usual attendee feedback metrics this year, including measures of learning, confidence, and inspiration.

This pause forms part of a broader shift toward a more consistent and scalable model for measuring learning and engagement across brands. The new framework, to be introduced in 2026, will provide richer, more accurate insights into both qualitative and quantitative impact.

“

I had the privilege of attending the 'Women in DevOps - Beyond the Glass Ceiling: Charting Your Career Path in Tech' event, hosted by IDBS in partnership with Women in DevOps, a division of the Trinnovo Group. The event was a remarkable gathering that brought together a diverse array of voices to share their experiences, challenges, and strategies for building a rewarding and resilient career in tech.'

- IDBS - VP of Operations

Events and podcasts delivered this year: 87
Total delivered: 373
5-year target: 500

INTRODUCING SORAI

We imagine, design, build and launch businesses of the future, accelerated with AI. By combining the superpowers of a Design Studio and Business Consultancy, we deliver digital Products, strategies and ventures that are creative and valuable.

Sorai's vision is to redefine enterprise innovation through AI and customer experience, forging lasting partnerships that deliver technically advanced, regulation-compliant solutions that earn customer respect and uphold market trust.

Sorai plays a critical part in Trinno Group's ecosystem by extending our capability from talent acquisition to complete workforce transformation.

Through this lens, Sorai enables the Group to help clients solve their most complex technical challenges.

Sorai's service is built around three pillars:

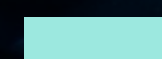
1. Strategy
2. Product and customer experience
3. Capability

The aim is simple: To help organisations embed sustainable transformation through trusted partnerships, technological excellence, measurable impact, and the seamless integration of consulting, design, and AI expertise, broadening Trinno Group's value proposition.





ORGANIC GROWTH



ORGANIC GROWTH

In a market still defined by correction, growth is no longer about scale alone. With headcount under pressure across the recruitment industry, the real test is whether businesses can create environments where people are supported to stay, develop, and perform over the long term.

For us, organic growth means investing in the conditions that make this possible. In June 2025, this approach was reflected in the retention of our Investors in People Platinum accreditation, the highest standard of recognition for people practices.

The assessment team noted that:

“

Career pathways are well embedded for the variety of functions in the group and encourage the concept of ‘wiggly’ careers. People transferring to the London office and the creation of the the Commercial Director role are examples of how people can influence their own careers and development.’

The changes we’ve made over the past two years are now shaping stronger, more supportive experiences for our people. One clear example is onboarding: redesigned to be more inclusive, retentive, and tech-enabled.

The new framework cut early attrition from 20% in 2024 to 12% in 2025, while reducing the time-to-profitability for new hires by a third.

It’s the same process we aim to create for our customers.

A thoughtful, well-supported onboarding experience sets the tone for new hires and for the teams around them.

It’s often treated as a handover moment. At Trinnovo Group, we see it as a continuation of the hiring journey, where consistency and care reinforce your brand’s identity, creating a sturdier foundation for long-term success.

As a result of our continued investment in this process, we received the Excellence in Onboarding Award at this year’s Tiara Talent Acquisition Awards ceremony, a proud moment for the team after a year of intentional changes.



“

‘Trinnovo Group’s onboarding strategy represents a model example of excellence in execution and employee care. Judges praised its structure, personalisation, and attention to consistency, supported by solid metrics and feedback mechanisms. The programme has clearly enhanced engagement and experience for new hires across multiple brands, reflecting strong leadership and cultural intent.’

Judges’ Comments - Tiara Talent Acquisition Awards



CELEBRATING 10 YEARS OF BROADGATE

2025 marked Broadgate's 10-year anniversary, a moment to look back on a decade growth shaped by a clear vision: to create a recruitment agency built on people, culture, and excellence.

It's this vision that's underpinned Broadgate's entire journey, guiding its evolution from a small London-based team to an international business with divisions in Luxembourg, Switzerland, Ireland, and the United States.

Each new chapter has reflected the same commitment to partnership, progress, and purpose, values that continue to define how Broadgate works with its clients, candidates, and colleagues around the world.

As Broadgate enters its second decade, the focus remains on sustainable growth built through people. The values set out ten years ago have become the foundation for the adaptability that today's clients depend on.

In an environment shaped by regulatory change, novel risks, and increasing operational complexity, Broadgate partners with organisations to strengthen their resilience.

Whether that's through the recent expansion of our executive search service and consulting arm, or the deep sector knowledge that's defined our work since the beginning, Broadgate continues to build on the same principles it was founded on back in 2015: People, culture, and excellence.

ORGANIC GROWTH

As Deep Tech investment rebounds and demand for niche technical skills outpaces supply, DeepRec.ai has continued to build significant momentum, deepening its presence across the full spectrum of AI development in the US and European markets.

Over the past year, we launched new specialist divisions to meet shifting client needs, strengthening its position in a market where innovation and precision are critical.

Turnover subsequently grew by **250%** last year, supported by headcount growth of 133% and an average net fee income (NFI) of £20,000 per head.

Across the group, this helped contribute to an overall **25% increase in NFI per head** compared to the first six months of 2024.

While we fell short of our headcount growth target (**30% year on year**), this reflected a period of purposeful normalisation across the Group. In response to market conditions, we focused on stability and performance, holding headcount consistent (**2% growth in the last reporting period**) while deepening capability, and increasing NFI per head.

GenAI Zürich 2025

This built on the strategic realignment outlined in our previous report, where international expansion and operational excellence became guiding priorities.

By concentrating on the strength of our people and the quality of our delivery, Trinново Group has strengthened its foundations for sustainable, scalable growth as market confidence begins to return.

When the original five-year impact framework was introduced in 2022, it set a series of legacy targets designed for a period of rapid expansion, including **30% annual headcount growth** and **75%** of employees achieving promotion or a pay rise each year.

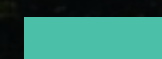
At the time, a significant proportion of our people joined through Trinново Group's academy, which created a fast-moving talent pipeline where early-career progression was the norm.

In this reporting period, with no new Academy intake and a greater emphasis on experienced hiring, that dynamic naturally shifted. **30%** of our people received a pay rise and **21%** achieved a promotion, reflecting a more mature growth pattern built on capability, tenure, and role development rather than rapid scale.





SUSTAINABILITY



SUSTAINABILITY

Our approach to sustainability continues to mature as we move from early commitments to measurable action. It's essential that sustainability shows up in the work we enable, our partnerships, supply chains, and the choices we make as a business.

Our role as recruiters gives us a direct channel to support purpose-led growth in this area.

Through our specialist focus across technology, finance, and regulation, we operate at the point where innovation and accountability meet.

Increasingly, this means delivering mandates that directly support sustainability and responsible innovation, from helping ethical financial institutions strengthen governance and compliance, to connecting advanced technology firms with machine learning specialists developing revolutionary healthcare solutions with AI and machine learning.

Technology, ethics, and sustainability are now inseparable considerations for most of the organisations we work with.

The rapid adoption of AI and data-led decision-making has intensified the need for strong governance, transparent processes, and equitable outcomes.



Ensuring our service is equipped to support the evolving sustainability objectives of our customers is central to this process.

Over the past 12 months, we've focused on better understanding where progress has accelerated, where it's slowed, and what we need to do to align with the impact metrics we've set ourselves.

As part of this reflection, we've begun the process of completing an EcoVadis assessment, a globally recognised benchmark for evaluating environmental, social, and ethical performance. This decision builds on our ongoing commitment to measurable progress and supports the expectations of our clients,

As we prepare for the next phase of our growth, we've revisited our carbon offsetting approach to ensure it supports the business we're building. We're currently exploring new programmes that reflect our evolving priorities and will help us strengthen our environmental commitments as we expand.

Ensuring our service is equipped to support the evolving sustainability objectives of our customers is central to this process.

Over the past 12 months, we've focused on better understanding where progress has accelerated, where it's slowed, and what we need to do to align with the impact metrics we've set ourselves.

Last year, we set an ambition to reach carbon neutrality by 2030. That goal continues to guide our environmental decision-making, and this year has been about laying the groundwork to measure and manage our progress accurately.



LOOKING AHEAD

As we enter the next phase of our five-year framework, our focus shifts from stabilising through volatility to strengthening our influence across the industries, communities, and markets we serve.

The foundations we've built over the past three years have created the conditions for more ambitious progress in the year ahead.

We will continue to embed ourselves more within our specialist sectors while expanding the networks that enable us to make a lasting impact on our candidates and customers.

One example of this is our new partnership with Independent Audit, launching The Conversationalist Series: a curated programme of Broadgate-hosted roundtables bringing together CCOs, CROs, Heads of Risk, and other senior leaders. These forums will allow us to facilitate more candid, future-focused conversations on governance, regulation, and risk, all while strengthening our presence at the heart of industry dialogue.



We will also continue refining and expanding our EHS delivery models, building on the progress made over the past year. This work will focus on ensuring that our operational infrastructure remains robust, scalable, and capable of meeting the evolving needs of customers navigating increasingly complex hiring environments.

Sustainability will remain a central priority. Completing our EcoVadis assessment represents an important step toward measuring our environmental, social, and ethical performance with greater accuracy.

The insights gained will guide us as we advance toward our 2030 carbon-neutrality target. Alongside this, we are establishing a new employee-led engagement group dedicated to our B Corp initiatives and sustainability responsibilities. This way, we can ensure progress is driven not only by process, but by the collective commitment of our people.

A significant focus for the coming year will be the continued expansion of Sorai, our AI strategy and digital product consultancy. With capabilities spanning strategy, customer experience, and technical delivery, Sorai strengthens the Group's ability to support clients across their full organisational lifecycle.

As enterprise demand for AI-enabled transformation accelerates, Sorai's integration with our recruitment brands will allow us to deliver a seamless, end-to-end proposition rooted in people, capability, and impact.

At the same time, our communities will continue to play a central role in our delivery models. Women in DevOps will extend its reach on the global stage, hosting sessions at both Tech Show London and Tech Show Frankfurt. These events will explore gender diversity in technology, the impact of emerging tools and methodologies, and practical pathways for professionals navigating a rapidly evolving DevOps landscape.

Together, these priorities reflect the momentum we carry into the year ahead: deeper networks, a stronger and more adaptable infrastructure, and a broader ecosystem of interconnected services.

As market confidence returns, our focus remains on building growth conditions for the long-term and ensuring our impact scales with the ambitions of our people, customers, and communities.



trinnovo
group

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