2024 Impact Report

Connection Crew

















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Connection Crew

Introduction



History

2005

We started out as part of the homelessness charity, The Connection at St Martin's, in London's Trafalgar Square.

We worked with people who had been homeless in the past, giving them a place in our crew and helping them develop purpose, confidence and independence.

2010

We became a Community Interest Company (CIC): an organisation that aims to use its profits for good.

Social enterprises were fairly new at the time. But we thought: if we can do great work for great clients and support those people who need it – why wouldn't we?

2015

We delivered our 10 year impact report, reporting that over the past decade, we had generated employment for 144 people affected by homelessness, who had gone on to deliver 67,943 hours of work (direct social impact) as part of our crew.

2020

As the events industry slowed down and the cost of living crisis took hold, a recruitment freeze meant that we couldn't reach as many people in need as we wanted to.

2024

More than nineteen years on, we've grown from a crew of 10 to over 200, offering award-winning services across a range of sectors and industries.

It all comes back to our mission to reduce and prevent homelessness - the more work we do, the more we can help those in need.

We're aiming for Net Zero by 2030, working in partnership with our clients to drive down carbon and reduce waste wherever we can.

Our purpose is simple.

We're on a mission to provide opportunities for people affected by homelessness or facing barriers to work, to access training, mentoring and work in our crew.

Ultimately, our goal is to help end homelessness and reduce inequality by supporting people to access work that works for them in the long run.

We believe that planet.

From mapping and reducing our carbon footprint and waste, embracing eco-friendly practices, to working with partners who share our commitment to sustainability, we're committed to helping build a healthier planet for future generations.

We believe that to do right for people, we need to do right by the

We're publishing our 2024 Impact Report on the UN Day of Social Justice both because our mission aligns with it, and because it's a moment to hold ourselves accountable.

We know we've made progress. We also know there's more work to do, and we need to do better.

A just transition to a sustainable future is twofold: reducing carbon emissions while making sure no one is left behind. It must be built on fairness, where economic transformation, decarbonisation, and opportunity go hand in hand.

As the only social enterprise in the crewing industry, 2024 was our biggest year of social impact yet. It's a double-edged sword.

The reality is: more people came to us because the problem is getting worse.

The UN Day of Social Justice reminds us

that fighting against

homelessness and for

a sustainable planet

are two sides of the

same coin

Our Impact CrewThisincludes anyone who hasObeen directly affected byOhomelessnessO

The causes are multifaceted: soaring private rents, inadequate housing benefits, and a critical shortage of social housing have left thousands without a secure place to live. Over 326,000 people are living in temporary accommodation, often in overcrowded and unsuitable conditions. Families can remain in this 'temporary' situation for years, with 45% of households in temporary accommodation for over two years.

- This includes (but is not limited to) people who:
 - Have had direct lived experience of homelessness
 - Have been at risk of homelessness
 - Are long term unemployed
 - Have left institutions including care, prison, and military



1 in 160 people in England were homeless in 2024, up from 1 in 182 in 2023

326,000 people were in temporary accommodation (17% increase in one year) - most of whom were in families with children

3,900 people were sleeping rough on any given night (27% increase)

16,600 single people were in hostels or other homeless accommodation

1 in 47 people were homeless in London on any given night (184,080 people)

161,495 children were homeless in England

Homelessness has risen by 14% each year since 2022

According to research conducted by Shelter, at least 354,000 people were homeless in 2024 Small changes to our workplaces and communities can have a big impact

We invite you to join us at Connection Crew in helping to tackle the rise of homelessness and make a positive impact on people as well as planet, by making work fairer, more inclusive, and a vehicle for real change.

Pay the (London) Living Wage

Fair pay, rising in line with inflation and external factors, helps workers better afford stable housing and basic necessities, reducing the risk of homelessness.

Raise Awareness and Challenge Stigma

Educate your team and networks about the realities of homelessness.

Understanding the issue is the first step toward creating change.

Work with Social Enterprises

Partnering with or purchasing from social enterprises that work with people affected by homelessness helps sustain meaningful change.

Offer Opportunities

Businesses can create pathways for people affected by homelessness by offering training, apprenticeships, part-time or full-time work with supportive structures in place. Here are some of the ways we can all make a difference today



We work with charities and organisations to reach people who have lived experience of, or are at risk of, homelessness, and who could benefit from our training and London Living Wage work opportunities

In our 2023 Impact Report, we mentioned plans to deliver 4 Academies in 2024.

However, after considering both the continued and growing need for training and work opportunities, and the recruitment requirements of the business, we decided to run two Academies in 2024, but to have more attendees for each.

So, while we haven't matched the highest number of Academies run in previous years [2019 and 2022], we reached more people.

Homelessness might look like:

- Sleeping rough
- Sofa surfing
- Living in
 - Temporary accommodation
 - Night shelters / emergency accommodation
 - Refuge accommodation
 - Cars, tents, or makeshift shelters
- Squatting

Risk of homelessness might look like:

- Facing eviction or repossession
- Facing legal action
- Unaffordable rent or mortgage
- Insecure Housing / No formal rental agreement
- Separation from family
- Long-term unemployment or reduced income
- No recourse to public funds (migrants or asylum seekers are especially at risk)
- Leaving institutions including care, prison, and military

• Overcrowding

We offer three main pathways to impact candidates

Direct Application

We invite those who are ready for work to apply directly to our crew. They are invited to tell us if any criteria (or other relevant experiences) apply to them when they join.

The Academy

We run an extended Academy to provide additional training and support for those who may struggle to find or stay in work, and who are referred to us by charities and partner organisations.

Mentoring Programme

Our peer-to-peer mentoring scheme supports new impact in their first 6- to 12-weeks as event crew.

Blending mentoring, befriending and coaching, and led by our experienced crew members, the programme is here to help new crew settle into working life, get to grips with crew skills and feel confident in their work.

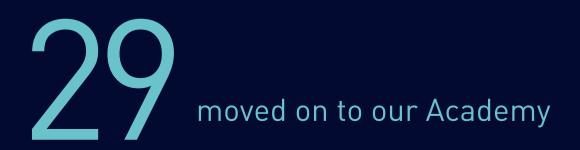




Test + builds

Test + Builds are primarily designed for candidates who are facing barriers to work, and who are often referred to us by our partners.

Half-day taster sessions for people to try out elements of event crewing, and if they enjoy it, progress to our Academy Programme.





Academy Programme







Our three-day programme for people who have faced social disadvantage to access training and prepare them for roles in our crew.

The programme is designed for people who have found themselves far from the job market, and is structured to help people build their confidence, learn crewing skills and work independently and as part of a team.

Candidates come from all walks of life and life experiences.

Academy graduates were offered jobs, signed contracts, and went through induction



hours of living-wage work delivered by 2024 Academy cohort

Mentoring Programme

Our peer-to-peer mentoring scheme supports new impact in their first 6- to 12-weeks as event crew.

Blending mentoring, befriending and coaching, and led by our experienced crew members, the programme is here to help new crew settle into working life, get to grips with crew skills and feel confident in their work.

15 mentors



Supporting 15 people through our Academy and into London Living Wage work in 2024 builds upon a strong foundation, but we know we need to do more





In 2025, we're developing our Theory of Change - we hope to sharpen our focus on increasing and deepening our long-term impact with those who need it most.



Connection Crew



Connection Crew

Social Impact



Elite Crew Connection Crew 2024 was our biggest single year of generating social impact to date

The rise in percentage of impact crew joining us reflects a bigger issue: more people than ever are experiencing, or are at risk of, homelessness.

We're committed to paying at least the London Living Wage, but we have challenges.

How can we provide more sustainable hours to give our crew greater security and stability?

In an industry where last-minute bookings are the norm, finding the right balance isn't easy. It's something we'll be looking at in our next Theory of Change.

Our ultimate goal is to provide people with work that truly works for them in the long run.

There's more we want to do. There are also challenges to face.

34 384 direct social impact hours generated in 2024 (living-wage crewing hours delivered by crew who have

direct social impact

been affected by homelessness)

Based on a 37.5 hour working week in the UK, this is the equivalent of

916.9 working weeks

or 236.11 working months

or **19.67** working years

27.30/0

of all crewing hours in 2024 were delivered by Impact Crew increase on social impact hours generated in 2023, our last biggest single year of social impact

From 2005 to the end of our 2024 reporting period, we have...



...who have delivered over





Impact Crew...

hours of work (direct social impact)

Based on a 37.5 hour working week in the UK, this is the equivalent of

7,014.96 working weeks

or **1,806.42** working months

or **105.53** working years



new Impact Crew in 2024



of all new crew in 2024 had previously been at risk of, or had lived experience of, homelessness



active Impact Crew in 2024



of our crew had previously been at risk of, or had lived experience of, homelessness





BOD Impact Accounts in 2024 clients received

Clients who generate more than a week of work for our impact crew, and who are opted-in to our Carbon Levy receive a personalised annual report.

(A 'week of work' refers to the generation of over 37.5 hours of work for our impact crew)



Environmental Impact



To do right by people, we need to do right by the planet

2020

Measured our Scope 1, 2 and 3 emissions to identify our carbon hotspots, setting our baseline as 2019

2021

Signed up to a 100% renewable energy tariff with Octopus

Introduced a Crew Carbon Levy to offset what we can't remove yet through our crewing activities

2022

certification

Crew)

Introduced recycling practices and selected a new waste supplier, Greenline Environmental, to ensure waste from the office is reused or recycled, and where these options aren't possible, waste is tuned into energy to avoid landfill.

Stitch

2023

Launched a crew survey to understand crew behaviour and preferences regarding travel, food consumed whilst on shift and care of uniform so that we can begin a crew engagement programme

Initiated conversations about changing who we bank with and arrange our pensions through, to opt for providers that don't invest in fossil fuel expansion

Introduced an inventory management system for our materials to track the carbon footprint of materials used by our sub-brand Stitch

Created and agreed a 2030 Net Zero action plan aligned with ISO 14001

Engaged clients by communicating the carbon generated working with them on an annual basis (for clients generating over a week's worth of work for our Impact

Launched ESG Impact Reports for projects over £5k, delivered by our sub-brand

Expanded our Environmental Policy to become our ESG Policy

We're committed to reducing carbon and waste from our operations and supply chain, and there's more work to do.

Here's some of what we did in 2024:

Launched a new webpage to increase the visibility and transparency of our environmental impact and our efforts to reduce

Used the data revealed in our 2023 survey to engage crew and office to make more environmentally positive choices

Explored and engaged more impact suppliers

Introduced low-carbon pensions for our team through NEST

Implemented our new Supplier Code of Conduct to better drive carbon reduction through our supply chain

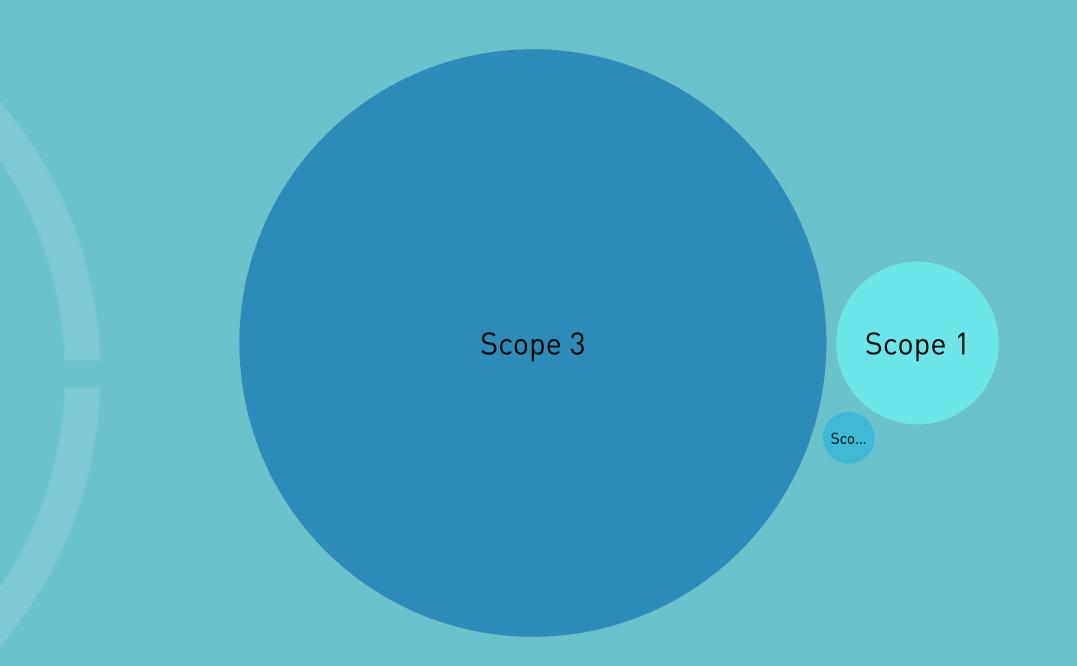
Kept our clients engaged with the carbon both removed and offset

Put plans in place to help drive the shift from offsetting to behavioural change, which included crew engagement, launching an ESG Roundtable series, collaborating with and learning from clients, suppliers, and more, as well as redefining our Carbon Levy

These and more remain the top of the agenda moving into 2025

We measure our carbon footprint annually and verify it following the finalisation of our accounts each year

This means our latest reported figures always reflect the previous financial year, ensuring accuracy and consistency in our environmental reporting.





2019 Baseline Carbon Footprint Breakdown **763.37 tCo2e** 2023 Carbon Footprint Breakdown **362.94 tCo2e**

> **13.2 tCO2e** Scope 1

Scope 3

Scope 1

Scope 2

10.4 tCO2e 339.41 tCO2e Scope 2 Scope 3



ESG & Carbon Levy



Our Carbon & ESG Levy is an accommodation for unavoidable crew carbon emissions on site.

At 9p per crew appointment, this levy accounts for 6.6kg Co2e generated by every individual crew shift. This is part of our carbon footprint accounting each year.

The levy includes a round-trip of London on public transport, washing of kit, and a meatbased meal.



of clients we worked with in 2024 opted-in to the Carbon Levy

We started our ESG Roundtable series with a clear goal: to move beyond carbon offsetting and focus on behaviour change.

We knew that simply balancing out our emissions wasn't enough. We wanted to take real, tangible steps to reduce our environmental impact and improve working conditions in the events industry.

But to make this shift meaningful, we needed ideas, collaboration, and buy-in from across the sector.

The roundtables focused on sparking wider discussions on workplace culture and crew wellbeing. These conversations influence how we work and hold us accountable to real, measurable change.

As we continue to grow this initiative in 2025, we'll keep listening, collaborating, and pushing for a more sustainable and socially responsible events industry. We welcome any clients who would like to be part of the discussion to join us.

At our first roundtable, we floated the idea of gradually transitioning our carbon levy funds toward behaviour change initiatives over the next four years.

The response was overwhelmingly positive, and the session became a springboard for exploring what this could look like in practice.

Attendees spanning venues, production companies, suppliers, and sustainability professionals shared a range of ideas, from installing a washing machine at HQ to providing vegan protein options and bike initiatives.

As we dug deeper in the second roundtable, we faced the reality of implementing these ideas as a small business with a limited budget. We've been scoping out initiatives and finding the right place to start our programme.

With just around £2,000 available for all of our crew members. we had to be strategic about what would have the biggest impact

These conversations influence how we work and hold us accountable to real, measurable change. As a result of the first two roundtables, we:

The roundtables focused on sparking wider discussions on workplace culture and crew wellbeing

- Launched a crew discrimination survey
- To better understand lived experiences on site
- Engaged crew via a regular sustainability section Added to the weekly crew newsletter
- Instated our client code of conduct
- To reflect our commitment to fairness and inclusivity
- Were alerted to a blind-spot in our reporting: the breakdown of ethnicity
- We released our breakdown for 2023 and have included the full scope of 2024 in this report

These included: Free use of a washing machine at HQ; free vegan protein; bike maintenance training; and drop-ins.

While we costed out options, consulted crew members, and faced logistical challenges, there was one standout idea:

These offer crew members useful, cost-saving, and sustainable transport options, while encouraging behaviour change and helping to reduce the overall carbon emissions generated by crew activities.

So: this is where we're starting our programme.

We explored various initiatives with which to start the programme

E-bike credits.



IDEA (Inclusion, Diversity, Equity, Accessibility)



By understanding intersectionality, we can challenge outdated perceptions of the industry and highlight the diverse talents, backgrounds, and lived experiences that shape our team

It helps us see where we're making progress and where we're falling short.

As a social enterprise, inclusion is at the heart of what we do, especially in creating meaningful employment opportunities for people affected by homelessness.

Tracking this information helps us identify gaps, address barriers, and build a more representative team.

We collect this data because we want to do better We share this data because we believe in transparency There's no point in just saying we care about diversity — we have to show it, even when the numbers aren't perfect.

This is about holding ourselves accountable, sparking important conversations, and pushing for more inclusion across the crewing and events industries. If we don't measure it, we can't hold ourselves to the high standards we set. IDEA Impact Crew We identify Impact Crew through self-reporting.

When someone joins our crew through direct application, they are invited to tell us if any criteria (or other relevant experiences) apply to them.

Impact Crew 2024 Ethnicity

45.45% **Global Majority**





1.14% Persian

"Global majority" is a collective term for non-white people of Indigenous, African, Asian, Latin American descent, who constitute approximately 85 percent of the global population



Black



Mixed-Race



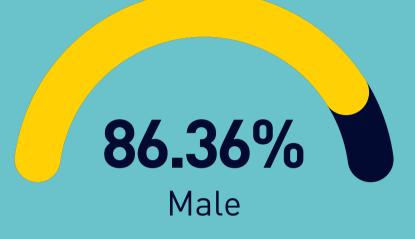


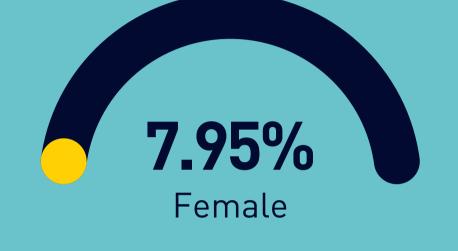


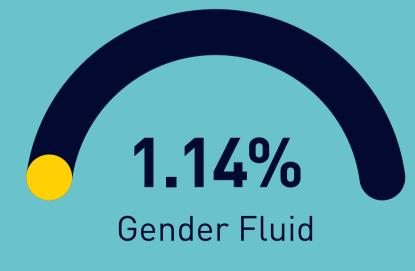


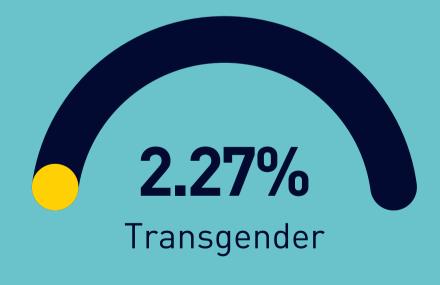


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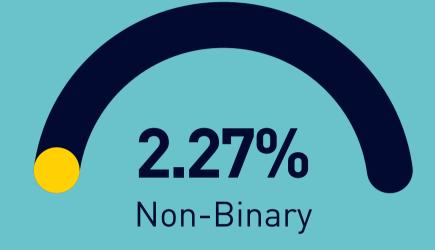








Gender Identity

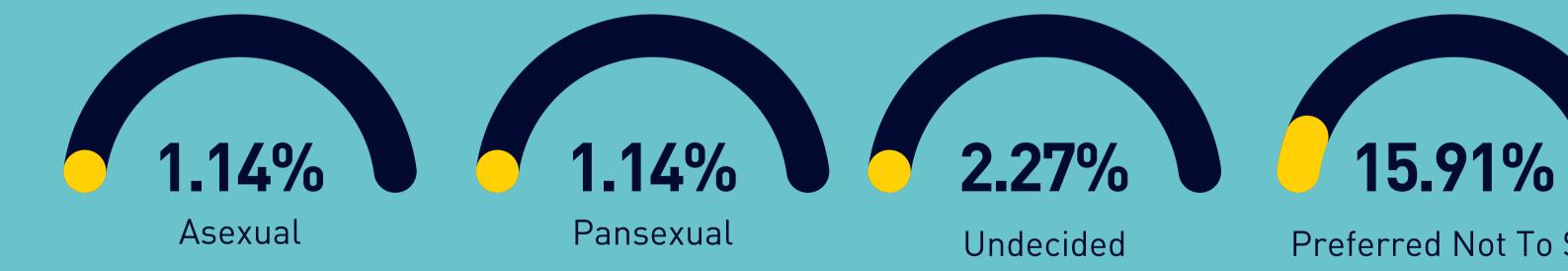




Preferred not to say

Impact Crew 2024





Sexual Orientation



Preferred Not To Say

Impact Crew 2024 Impact Crew 2024 Impa



Identify as disabled or neurodiverse



Leavers of institutions including care, prison, military

ct Crew 2024 Impact Crew 2024 Impact C

Barriers to Work



Came through our Academy programme

IDEA New Impact Crew

We identify Impact Crew through self-reporting.

When someone joins our crew through direct application, they are invited to tell us if any criteria (or other relevant experiences) apply to them.

50% Global Majority







"Global majority" is a collective term for non-white people of Indigenous, African, Asian, Latin American descent, who constitute approximately 85 percent of the global population

New Impact Crew 2024 New Impact

Ethnicity



Black



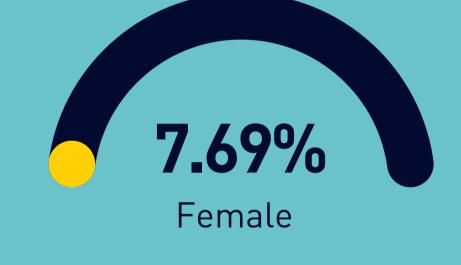
Mixed-Race

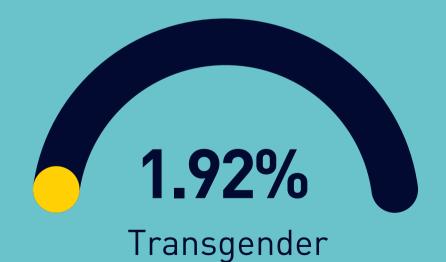








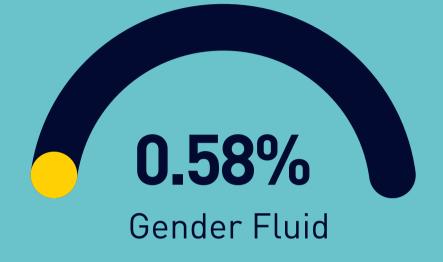






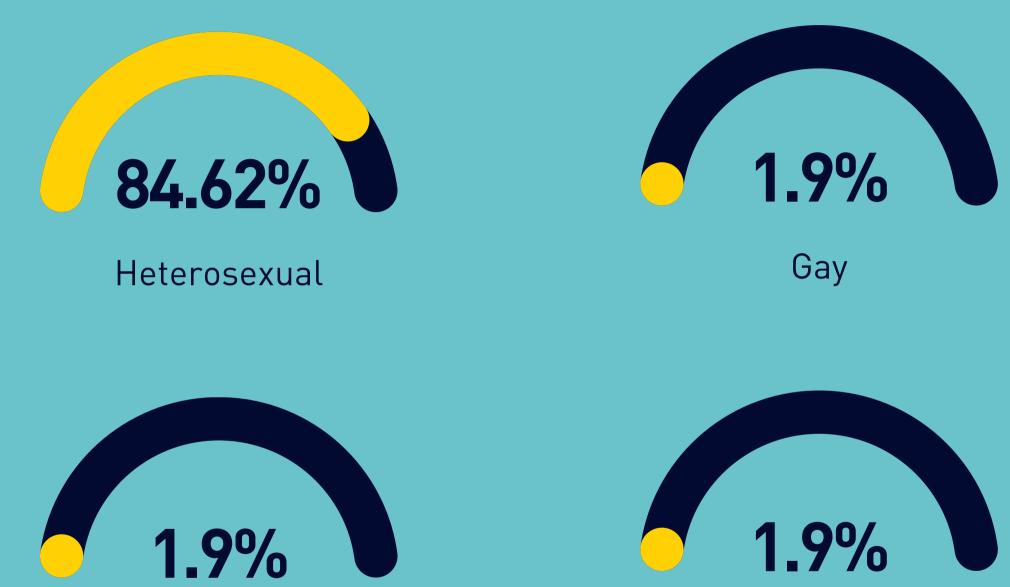
New Impact Crew 2024 New Impact

Gender Identity



1.92%

Preferred not to say

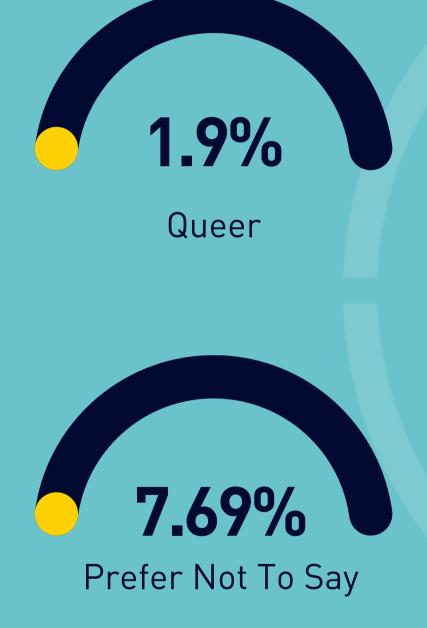


Asexual

Pansexual

6 New Impact Crew 2024 New Impact

Sexual Orientation





Identify as disabled or neurodiverse

17.3%

Leavers of institutions including care, prison, military

6 New Impact Crew 2024 New Impact

Barriers to Work



Came through our Academy programme IDEA All Crew

When we talk about all crew, we include the information of our Impact Crew.

All Crew 2024 Ethnicity









"Global majority" is a collective term for non-white people of Indigenous, African, Asian, Latin American descent, who constitute approximately 85 percent of the global population





Black



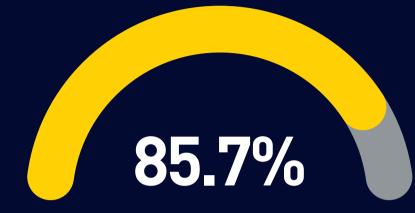
Mixed-Race







11.8% Prefer Not To Say 2024 All Crew 2024 All Crew 2024 All (



Male



Female



Gender Fluid



Transgender

Gender Identity

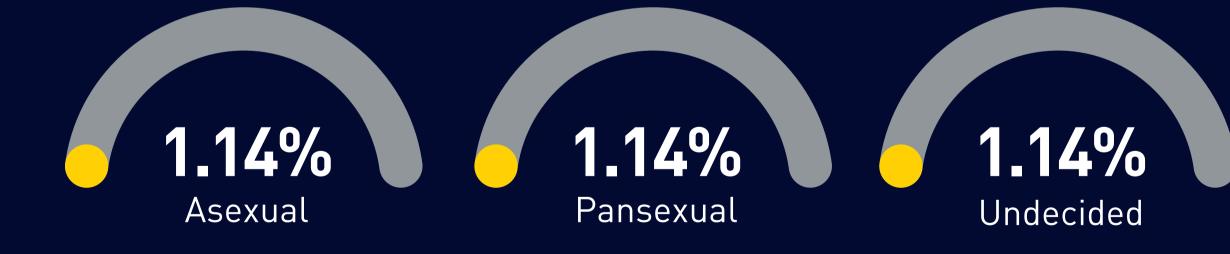


Non-Binary



Preferred not to say





2 2 All Crew 2024 Sexual Orientation





Identify as disabled or neurodiverse

4.8%

Leavers of institutions including care, prison, military

All Crew 2024 Barriers to Work



Previously affected by homelessness (Impact)

IDEA All New Crew

When we talk about all crew, we include the information of our Impact Crew.

new crew in 2024

Many of our crew are freelancers, with a large number working in events, film + tv, and the wider gig economy. While we have a core group of longstanding crew, we sometimes see large transitions as schedules and opportunities change.

Should a social enterprise engage people on a freelance basis?

For us, freelance contracts are an operational necessity to run our business and an industry norm.

However, we recognise the challenges of the gig economy for individuals and we are exploring how to improve freelance working conditions in the industry.

Through roundtable discussions and, in 2025, as part of our Theory of Change development, we're looking to define what it means to be a responsible gig economy employer.

As well as seeing growth of work, our recruitment in 2024 was influenced by old factors and new.

1.92% Arab

45.45% **Global Majority**

43.6% White

0.70% 5.8% Preferred Not To Say Persian

"Global majority" is a collective term for non-white people of Indigenous, African, Asian, Latin American descent, who constitute approximately 85 percent of the global population

New Crew 2024 Ethnicity





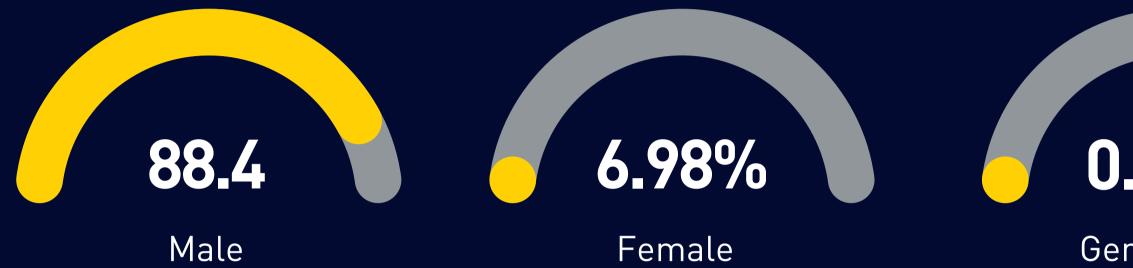
Black







New Crew 2024 New Crew 2024 New Crew 2024 New Crew 2024 Pact Crev





Gender Identity

0.58%

Gender Fluid



Non-Binary

1.92%

Preferred not to say

New Crew 2024 New Crew 2024





New Crew 2024 New Crew 2024 pact Crev Sexual Orientation



New Crew 2024 pact Crev



Identify as disabled or neurodiverse

6.9%

Leavers of institutions including care, prison, military Barriers to Work



Previously affected by homelessness (Impact)

IDEA Office Team Historically, we only reported IDEA where it pertains to crew.

In 2023's Impact Report, we began to report on our office-based staff alongside.

Like our crew, the office team is made up of people with a range of lived experiences, identities and backgrounds.

2024 Office Ethnicity

62.5% White

12.5%

Mixed

"Global majority" is a collective term for non-white people of Indigenous, African, Asian, Latin American descent, who constitute approximately 85 percent of the global population

62.5%

White

20.83%

Preferred not to say

4.17%

Black

2024 Office Gender Identity



Male

Female

Non-Binary

Preferred not to say

2024 Office Sexual Orientation





Pansexual





2024 Office 2024 Office 2024 Office 2024 Office 2024 Office 2084 O



Identify as disabled or neurodiverse

4.17%

Leavers of institutions including care, prison, military



Previously affected by homelessness (Impact)

Connection Crew

So: what next...?

Connection

We're ever committed to increasing diversity across our crew

We're looking at gender, sexual orientation, lived experience, disability, and ethnicity — while continuing to hire based on skill, attitude, and potential.

It's not enough to bring people in; we need to make sure Connection Crew is a place where everyone feels safe, supported, and valued so they can be themselves and do their best work. Providing work is just the first step

For too long, crewing has been defined by outdated stereotypes of physical strength.

We know that what really matters is grit, adaptability, and a willingness to learn.

Right now, our crew isn't as diverse as we'd like when it comes to gender and sexuality, and we know there's work to do.

We want to attract, support, and retain a broad range of talent — not just in crewing, in every part of the business — so that different perspectives and lived experiences shape our future.

That means looking at how we recruit, how we create pathways for career progression, and how we foster an environment where everyone truly belongs.

We're focused on breaking down barriers and making sure people get opportunities

Connection Crew

Adapting + Learning



Adapting our approach to generating positive impact for people and planet is fundamental to helping us always do better

We've been learning, sharing, and developing throughout 2024. We supported our mantra of 'adapt and learn' through a range of initiatives including training, collaboration, and upskilling across the board from crew newsletters to lunch and learns, on site and at HQ. We also looked to how we could encourage learning and collaboration externally.

Here are a few highlights.

Internal leadership training

As part of our commitment to training and upskilling our crew, we run internal leadership training.

This is an interactive session, open to on-site crew and office team members, aimed at helping them to develop the leadership and management techniques that get the best out of themselves and those around them.

This session is aimed at those of all levels of leadership experience. Whether their role involves managing a team, motivating their peers, or more - the skills of leadership are useful across the board.

Over the course of the session, attendees take a deep dive into leadership techniques, IDEA (Inclusion, Diversity, Equity and Accessibility), active listening, and engage in workshops where they put their learning into action.

Circl leadership training

In July 2024, our friends at Circl presented a great opportunity for young people at Connection Crew to get a professional Leadership Qualification - for free!

Circl gives 18-24-year-olds the chance to earn a qualification in essential leadership skills whilst learning, as equals, alongside managers from top businesses such as: Google, Facebook, Mckinsey, CBRE, British Land, Ebay, Hello Fresh, Allen & Overy and Zurich Insurance.

Circl offered to open the age limit out to 27 for our crew and office team members.

Multiverse Data Apprenticeships

In October 2024, three of the HQ team completed apprenticeships in data management.

The 18-month program, delivered by Multiverse and funded by CBRE through the apprenticeship levy, has equipped them with new data skills that have been implemented in real-time to improve the effectiveness and efficiency of our data systems.

Sharing key insights at industry events

These included panel discussions at Event Sustainability Live and the Sustainable Events Show, as well as external roundtables with organisations like SEUK with Bates Wells.

Mental Health First Aid Training

We continued to strengthen our commitment to an inclusive and supportive workplace thanks to a Wates-sponsored opportunity.

This better equips us with the tools to support the well-being of our crew and office, further embedding mental health awareness and intervention in our culture.

The Sustainability In Action Blog Series focuses on exploring the partnerships and practices driving social and environmental impact (and aiming to demystify some!).

Five of the team — across departments, and one of our Directors — trained as Mental Health First Aiders.

Launching a new blog series

What do accreditations and memberships mean to us?

Much more than labels or badges of recognition — they're a way to hold ourselves accountable.

They ensure we're not only saying the right things, we're also actively following best practices, meeting high standards, constantly improving the way we work and how. We're now People and Planet Verified, Good Market Approved, and a member of isla.

We also submitted our B Corp application in November 2024. The process is thorough, and rightly so. It challenges us to look at every part of how we work and pushes us to improve.

Submitting was a huge milestone for our team, and as we move towards the verification stage in 2025, we know it won't be easy, but we're committed to making lasting change. In 2024, we added three new memberships and accreditations to our sustainability decks





















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2025







