

Impellam.com

# Impact ESG Report 2025



Impellam  
Group

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# Our leaders



As leaders in workforce and STEM talent solutions, we are uniquely positioned to make a positive impact in our communities and the workforce at large. Our approaches to early talent and supporting diverse talent pools allow us to provide customers with a truly specialist, diverse workforce of the future. This, alongside our customer-centric approach and commitment to being the most sustainable company in our industry, is a powerful combination.

**Simon Blockley**

CEO UK & Europe



It’s important we focus on what feels authentic to our people. So, for us in APAC, with the help of our Business Resource Groups (BRGs), we get involved in key global initiatives — especially those around sustainability and our work with Planet Mark, and we also take the time to make sure our CSR resonates with our local team. That means we also put our efforts into activities such as local beach cleans and educational events as well as ongoing colleague well-being initiatives.

**Mark Coyle**

CEO APAC



Our commitment to fostering a supportive environment for our team extends to every partner, candidate and customer we work with. By embedding our principles into all we do, we ensure our products and services reflect our values and positively impact our communities. We’re committed to a culture where our Virtuosos, customers, and suppliers feel valued and respected, knowing our shared success depends on it.

**Claire Marsh**

CEO North America



Our vision is to be the most trusted company in our industry. As part of that, we are committed to creating social value and driving sustainability in our work with customers, candidates and suppliers. Together, we maximise our sphere of influence to create a lasting, positive change for our communities – at both a local and global level.

**Brian Salkowski**

CXO Impellam





# About Us

## Building a better world through the power of work

Impellam offers unparalleled workforce and STEM talent solutions expertise to provide customers with mission-critical skillsets to future-proof their business.



# Our Workforce and STEM Talent Solution Brands



Engineering, Technology, and Professional staffing leaders



Project engineering and specialist technical recruitment



Workforce acquisition and management through smart technology and dedicated experts



Global workforce management solutions for contingent and permanent talent



Technology, digital and professional talent solutions specialist



Leaders in life science, clinical and engineering recruitment



# At a glance

## Who

Our 1,500 people and market-leading brands work across a broad spectrum of industries and job categories throughout North America, the UK and Europe and Asia Pacific.

Our brands include: Bartech Staffing, Carbon60, Comensura, Guidant Global, Lorien and SRG.

## How

Our STEM businesses are specialists in recruiting and engaging talent in the key growth markets of technology, digital, data analytics, science, clinical and engineering and work with customers across all sectors and sizes.

## What

Our award-winning Global Managed Services provide a diverse range of digitally enabled, multi-disciplinary workforce solutions to organisations.

We are upper quadrant industry leaders in Managed Service Provision and Services Procurement, and IT.

## Why

We believe in the power of work. Through the power of work, we build better businesses and help people lead more fulfilling lives.





# Impellam Workforce and STEM Talent Solutions in numbers



## Largest

STEM group in the UK and fast-emerging contender in North America



## 6th largest

MSP globally by revenue – operating in over 70 countries



## £5 billion

spend under management



## 96%

customer renewal rate



## 1 of 2

companies globally named Leader by independent analysis from Everest Group in Managed Services, Services Procurement and IT Contingent Talent



## 1,500

employees worldwide



## 1 million+

active STEM candidate community



## 4.9

rating out of 5 from global technology candidates



# Our Vision

To be the world’s most trusted workforce and STEM talent solutions group, trusted by our people, our customers and our investors in equal measure.

# Our Mission

Through the power of work, we build better businesses and help people lead more fulfilling lives.





Work ‘drives us forward’ at Impellam; it’s what the Latin word **‘impello’** means, after all.

We are close to our customers, and because we care, we forge strong, meaningful and trusted partnerships.

We understand you. It’s how we connect you with the people who will make a difference and how we deliver the right workforce and STEM talent solutions at the right time.

---

# We change businesses, we change lives, and we change futures.



# Year at a Glance


## What we have achieved in 2024

From community initiatives to environmental progress, here's how we made a difference in 2024.



# Environmental Sustainability

 Achieved Planet Mark Business Certification for our global footprint management

 Created science-based targets for near-term and Net Zero targets

 Emission measurement and reporting extended from UK to Global

 Group disclosures delivered on both Ecovadis and CDP



Development of our Net Zero Transition Plan



Continuation of purchasing **100%** renewable energy in our UK operations



**223** colleagues attended environmental energisers to foster everyday sustainable actions



Reduced our carbon footprint through blended working

- **23%** of our people do not commute to work
- **71%** only commute 1-4 days/week





# Opening Doors to Employment Opportunities

## ✓ Ex-offenders

Partnered with HM Prison and Probation Service to connect ex-offenders in the UK with employers.

## ✓ Ukrainian refugees

Found jobs for **138** Ukrainian refugees in the UK. **40%** secured permanent roles.

## ✓ STEM apprenticeships

Supported **70** apprentices in STEM, driving innovation and career development in highly-sought fields.

## ✓ Career-transition internships

Through Impellam Pathways, three students from the US from historically Black colleges and universities (HBCUs) completed paid internships. To date, two have been hired by our customers and one has joined our North America marketing team.





# Community Initiatives

Giving Back Through Fundraising and Volunteering

## Over \$20,000 raised

by our industry partners in the aftermath of Hurricane Helene and Milton

## Hosted internal events

celebrating and educating for key days including: International Day of Disabled People, Earth Day, International Women's Day and Pride month, including a Pride March, supporting Mental Health Awareness month with a 'time to talk' day featuring activities to inspire people to start conversations and share experiences



# Over £71,000 raised globally

to support charities including:





### Employee Engagement

Powering collaboration and inclusion across Impellam brands

### Client Partnerships

Value-add initiatives that power trusting relationships

### Carbon Footprint

Reducing the impact on the world in which we trade



## How we're helping improve people's lives and our planet

The Sustainable Development Goals (SDG) were adopted by the United Nations as a call-to-action for people worldwide. The SDGs are a collection of 17 global goals aimed at improving the quality of human life and the planet. We understand the global importance of them and have highlighted goals which our work impacts and how we support them.



### Giving Back

Making a difference to worthy causes



### Early Careers

Influencing future generations of talent



### Diversity and Inclusion

Powering a sense of belonging



### Employability

Skills transfer to help gain and maintain employment

# Trusted by Our Customers

## Overcoming Barriers, Building Better Businesses

### Striving for inclusive workplaces through bold strategies

We're committed to transforming businesses by breaking stereotypes and advocating for greater diversity of personnel, fairness and equity in policies and procedures and a sense of belonging for all.

We aim to break down barriers to recruitment and help our customers foster workplaces where everyone can thrive.

Our tailored workforce and talent solutions attract underrepresented groups through inclusive marketing campaigns, bias-free screening technology, and unconscious bias training for hiring managers.



# Creating Opportunities Through Partnership

## Customised Talent Solutions for a Diverse, Skilled Workforce

We deliver scalable, customised talent pipelines that enhance employer branding and reduce supplier costs through Advanced Direct Sourcing.

Our Recruit, Train, Deploy approach equips both early and experienced talent with the skills they need to make an impact. By nurturing future pipelines through initiatives like our Early Talent programme in STEM in the UK and Impellam Pathways in the US, we empower individuals to transition into rewarding careers. Additionally, we help veterans and ex-offenders leverage their unique skills to build lasting success in the workforce.





# Advanced Direct Sourcing for scalable talent pipelines

Our Advanced Direct Sourcing solution creates tailored, scalable pipelines to meet repeatable hiring needs.

By leveraging an organisation's EVP and employer brand, we attract, curate, and engage exclusive talent communities, including redeploying known talent over time.

This lifecycle approach streamlines talent acquisition – covering engagement, placement, payrolling, offboarding, and redeployment – delivering cost savings and efficiency at every stage. With flexibility at its core, Advanced Direct Sourcing integrates talent marketing, technology, and delivery to meet evolving workforce needs.

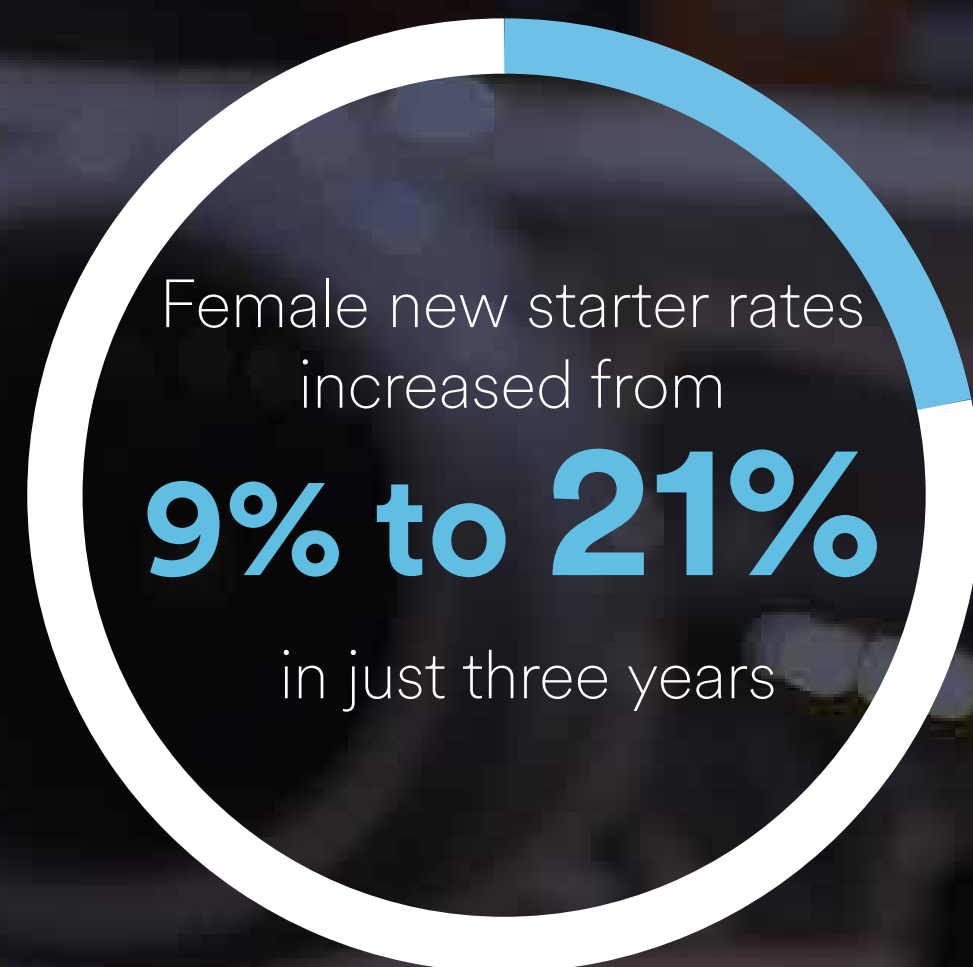




# Advanced Direct Sourcing in Action

## Increasing female representation in banking

A banking company in the UK leveraged its partnership with Guidant to develop a multi-channel talent attraction approach which targeted demographic messaging and was underpinned by real-time data and analytics.



## Breaking gender barriers at Airbus

We partnered with Airbus in the UK to increase female representation in the traditionally male-dominated role of Aircraft Fitter.

**Starting with only 1% female representation, Airbus aimed to increase this to 10% within a year.**



Guidant reworked role descriptions to be more inclusive, used real female employees in campaigns, and created a **"Women at Airbus"** hub where female candidates could learn about career paths and connect with current female fitters.

The campaign focused on skills-based hiring, attracting applicants with experience from hands-on roles that require dexterity, including hairdressing, scuba diving, and food production.

**Targeted social media, outdoor ads, and on-site events helped increase female representation in the fitter role to 23%, with women making up 35% of new hires - well above the 10% target.**



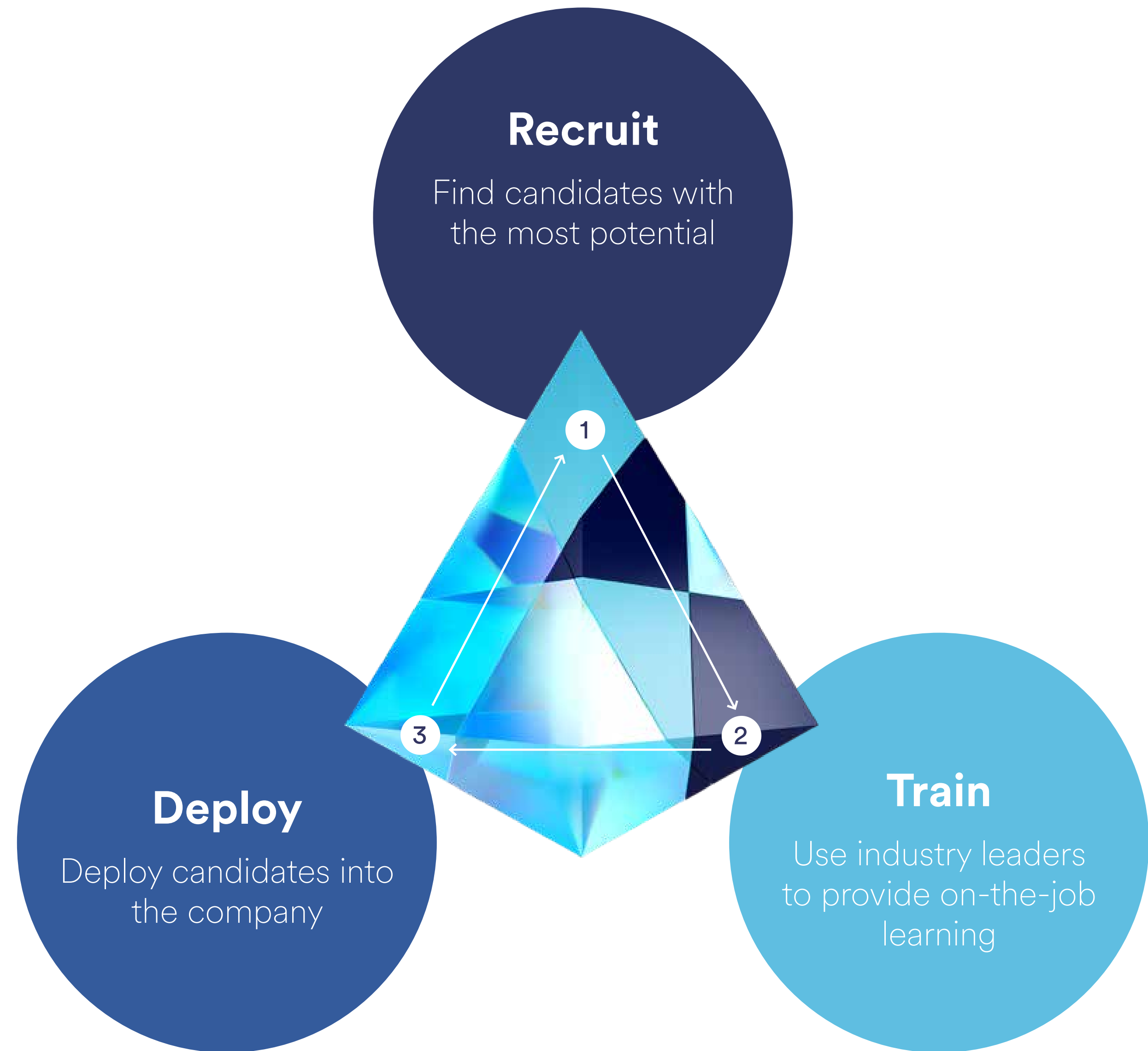
# Bridging skills gaps & empowering talent

## Recruit, Train & Deploy

Our Recruit, Train & Deploy solution addresses the UK's most critical skills shortages by equipping early and experienced talent with the tools they need to succeed. By offering tailored training and development programmes, we not only help businesses bridge gaps in hard-to-fill roles but also empower individuals to bring fresh perspectives and meaningful contributions to the workplace.

Through innovative learning opportunities, we inspire social mobility and fuel organisations with much-needed skillsets. From tackling STEM-related shortages to creating bespoke training solutions aligned with current and future needs, we're helping to de-risk organisations and industries from future talent crises while strengthening the UK economy.

By connecting businesses with diverse, motivated talent and providing pathways to success, we're building a skilled workforce that meets today's challenges and prepares for tomorrow's opportunities.





# Bridging skills gaps & empowering talent

## Recruit, Train & Deploy

We build connections between education and industry by bringing role models into schools to inspire students and showcase potential career pathways. Over 30 of our colleagues in the UK are registered ambassadors, and together they’ve conducted more than 300 mock interviews for students at Falinge Park High School in Rochdale.

During one of these sessions, we met Crystal, a student passionate about aviation. To support her aspirations, we arranged for her to gain hands-on experience with Virgin Atlantic. This opportunity provided not only valuable engineering experience but also an in-depth understanding of the aviation industry.



I’m very grateful for the STEM ambassador network and Carbon60 for coming together to give me this amazing opportunity. It’s amazing how they can make this happen and change someone’s life completely.

Crystal

Pupil of Falinge Park High School

[Link to video](#)



Our commitment to social value extends beyond business success to fostering individual and community growth. Through initiatives like apprenticeships, early careers programmes, and skills development workshops, we are bridging the gap between education and employment, promoting social mobility, and empowering underserved communities. By nurturing talent and building inclusive pathways, we create lasting, positive change that benefits both individuals and society as a whole.

Chris Blackburn

Director of Skills Growth UK



# Early Talent Adoption Programme

## Keeping fresh talent flowing

In STEM industries, fresh talent is essential for future success. That’s why SRG UK’s Early Talent programme takes a holistic approach, handling everything from attracting and screening candidates to managing their long-term development. We help businesses secure top talent early through tailored initiatives, ensuring they get the best in the field.

Our Career for Life programme fosters meaningful, long-lasting relationships with candidates, supporting them throughout their careers. This includes:

- Summer Placements
- Graduate Programmes
- Consultancy Services
- Industrial Placements
- Sandwich Year
- Internships





# Early Talent in Action

## A global biopharma partnership

Since 2015, SRG has supported a global biopharma company's UK Industrial Placement and Early Talent programmes. Initially, recruitment was managed independently by HR teams at each site. In 2021, SRG was tasked with centralising the process and enhancing the programme through a fully integrated Recruitment Process Outsourcing (RPO) service.

SRG now provides an end-to-end Early Talent recruitment service, embedding their expertise into the global biopharma company's team. From identifying talent gaps to onboarding, SRG handles every stage of recruitment.

Key highlights include:

- Managing 12,000 applications annually.
- Placing 300 candidates across four business areas and seven UK sites.
- Overseeing the development of undergraduates on fixed-term contracts.

This partnership has improved efficiency, stakeholder engagement, and talent quality while introducing innovative technologies and methods to the recruitment process.







# Impellam Pathways

## Creating pathways to success for emerging talent

Impellam Pathways supports outreach to students attending diverse colleges in North America, helping them navigate the transition from college to career and build foundations for rewarding futures.

In partnership with Primary Talent Partners, we provide equal opportunities to students who may face financial and access barriers to traditional career pathways.

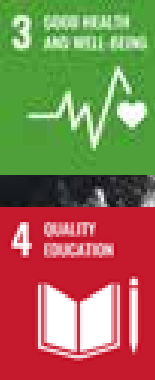
Through this programme, we offer:

### **Paid internships and career exploration**

Real-world work experience across various business units, including Marketing, HR, and IT.

### **Mentorship and guidance**

Personalised support to help students grow professionally and build lasting networks.







Students complete 200-300 hours of work during their internships.



All placements are fully funded by Primary Talent Partners.



Participants gain experience across diverse business functions, laying the groundwork for long-term success.

Research highlights a stark disparity in opportunities between White and Black college students in the U.S., underscoring the importance of initiatives like Impellam Pathways.

By comparison:

- Black college student graduation rates are nearly **30%** lower.
- Black college graduate unemployment is **50%** higher.
- Black college graduate starting salaries are **10–30%** less.

These insecurities demonstrate the urgent need for programmes that provide equal access to professional development, including mentorship and experience to help close the gap between available talent and opportunities for work.

Sources: National Association of Colleges & Employers, U.S. Bureau of Labor Statistics, Economic Policy Institute





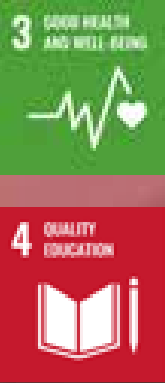
# Impellam Pathways in Action

## From Internship to Impact

One participant in the programme began a 200-hour internship with our North America marketing team, funded by our partner Primary Talent Partners. Originally scheduled to conclude in October, her role was extended due to her exceptional contributions. The extension was approved by our CEO North America, Claire Marsh, with funding provided by Impellam.

This outcome reflects the programme’s mission:

To connect students with meaningful opportunities that foster lasting professional networks and open doors to future success.





# Supporting Veterans From Service to Success

We help ex-forces personnel transition to civilian careers by showcasing their unique and transferrable skill sets to employers, while guiding them through the unknown. Veterans bring problem-solving abilities, teamwork, and a results-driven mindset to the table, making them invaluable assets in any workplace.

Employers gain ready-made leaders who demonstrate resilience and strategic thinking. Veterans naturally step into roles where they guide teams toward shared goals with confidence and adaptability.

Our support includes tailored CV advice, career guidance, and honest insights to connect veterans with the right opportunities.

## From Soldier to Specialist

### John's Transition from Army to Civilian Life

After 25 years of Army service, John faced the daunting prospect of transitioning to civilian life. "I just thought—what have I done?!" he recalls, likening the experience to being released from prison. However, through preparation and a positive mindset, John successfully carved out a new career as a Carbon60 defense and technology consultant.



*“Embrace the change and  
enjoy the ride!”*





# John's Top Tips for Transitioning to Civilian Life

1

## Network Wisely:

Maintain defense connections through Reserve Service and use LinkedIn to connect with recruiters and industry professionals.

2

## Be Prepared:

Research your target industry, practice interviews, and tailor your resume for civilian roles with feedback from others.

3

## Highlight Your Skills:

Showcase your leadership, decision-making, and technical abilities, and explore ways to strengthen them for your new career.

4

## Choose Your Location:

Pick a place to live that suits job opportunities and commuting needs, making the most of this new chapter.

5

## Embrace the Change:

Use your resilience and adaptability to thrive in civilian life - it's just another step in your journey.

John's journey shows that with preparation and determination, transitioning to civilian life can be a rewarding reinvention, not a leap into the unknown.



# Supporting Ex-Offenders

## Pathways to employment

As leaders in Equity, Diversity, and Inclusion (EDI), we actively support individuals transitioning from prison to society by facilitating pathways to employment. Our senior leadership team plays a pivotal role in this initiative, actively participating in efforts to aid those nearing the end of their sentences.

The programme equips inmates with essential life skills and professional qualifications to help them secure long-term, fulfilling employment upon release. By serving on boards that connect prisons with local employers, our leaders help inspire inmates to use their time in prison constructively and prepare for reintegration through meaningful work opportunities.

### Real-World Impact

Comensura is driving impactful initiatives at Drake Hall, including delivering the prison’s employment strategy and hosting open days at Stafford Prison. These events connect inmates with local employers, providing them with opportunities to rebuild their futures through meaningful work.



**Simon Blockley**

CEO Impellam UK and Europe, Employment Advisory Chair of His Majesty’s Prison (HMP) and Young Offenders Institute (YOI) Chelmsford



**Joscelin Conrad**

Chief Strategy Officer, Impellam Group, is Board Advisor at Downview Women’s Prison and Young Offender Institution in Surrey.



**Hoa Ngo**

Managing Director, Comensura UK, is Chair of Drake Hall’s new employment advisory board.



# Hosting a Prison Employment Summit

In partnership with New Futures Network, Comensura hosted a Prison Employment Summit at the Ministry of Justice, UK.

This event brought together employers from various sectors to explore the untapped potential of prison leavers and how organisations can get involved.

Speakers included the Governor of Drake Hall Prison, Carl Hardwick OBE; Prison Employment Lead, Lucy Powell; and CEO of New Futures Network, Duncan O’Leary, alongside other industry leaders.

“

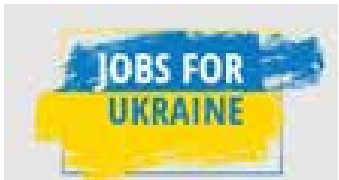
**We are proud to be part of this initiative that not only benefits our business, but also makes a positive difference in the lives of prison leavers and society as a whole.**

**Hoa Ngo**  
Managing Director, Comensura UK, is Chair of Drake Hall’s new employment advisory board.





# Jobs for Ukraine



## Our ongoing commitment to helping Ukrainian refugees

Following the invasion of Ukraine, we launched **Jobs for Ukraine** to help refugees arriving in the UK find meaningful employment. Created by a cross-brand team, the initiative donates all profits from placements to the International Red Cross.

At the heart of the programme is a dual-language microsite, which provides Ukrainian nationals with a seamless way to apply for work. The site includes a chatbot available in both English and Ukrainian, alongside essential resources such as job-seeker guides and advice on adjusting to life in the UK.

This initiative has engaged with thousands of Ukrainians, assisted them with completing pre-screening and right-to-work checks, and successfully placed individuals with customers such as Veolia.



## Impact to Date

138

placements of Ukrainian refugees into roles across the UK.

40%

of those placements have been hired to permanent positions.





# Breaking Barriers to Employment: Partnering with

In our commitment to removing barriers to work, we've partnered with Veolia on their 'Through the Gate' programme since 2018.

**This initiative helps the services and utilities management company recruit 10% of its new hires from marginalised backgrounds, including ex-offenders and the long-term unemployed.**

Veolia is also actively placing candidates through our Jobs for Ukraine programme, demonstrating their dedication to creating pathways for underrepresented groups. Additionally, Carbon60, Comensura, and Guidant have signed up to the Ban the Box campaign, a UK initiative by Business in the Community.

By removing the requirement for candidates to disclose criminal records at the application stage, the campaign ensures candidates are assessed on their abilities before their past is considered.



**It's a really exciting time to be in our business, as we are right at the forefront of environmental change and innovation. We have more than 20,000 people working across the Northern Europe Zone who are making extraordinary efforts to deliver solutions that help tackle climate change. We need a diverse range of people from all parts of society to support the work we do and deliver our purpose of Ecological Transformation. Working with Comensura to support ex-offenders in everything from finding meaningful job opportunities to lowering reoffending rates has been very important. We have also been able to address the challenge of language barriers and design appropriate employment routes for Ukrainian refugees.**

**Beth Whittaker**

North Europe Chief HR Officer, Veolia





# Trusted by Our Suppliers





# Creating Change Through Conversation

## INfluence Supplier Diversity Programme

Guidant's INfluence Supplier Diversity Programme, launched in 2015, helps clients remove barriers to entry into their supply chains. The two-year programme includes mentoring and tailored opportunities for suppliers to connect with Guidant customers. Suppliers gain valuable insights into aligning with customer needs, preparing talent pipelines, and positioning themselves effectively. In turn, these relationships help customers' aspirations to increase diverse talent in their own businesses.

One standout participant is Omni Inclusive, an LGBTQ+ owned supplier and national provider of workforce management solutions.

Omni Inclusive aims for inclusion and sustainability while offering contingent staffing, recruitment, and employer-of-record (EOR) services. They also play an active role in the programme, delivering presentations on LGBTQ+ recruitment and inclusion.





# Considerations for a supplier diversity programme include:

- ① **Identify their area of interest in terms of diversity**
- ② **Differentiator from competition**
- ③ **Identify stakeholders and confirm buy-in**
- ④ **Identify their own customers' areas of interest or requirements**
- ⑤ **Establish the primary aspirations for a diversity initiative while ensuring all employment decisions are based on the qualifications and skills of the candidates without regard to race, sex or other protected characteristics**
- ⑥ **Align with internal diversity champions and employee resource groups**

Through the INfluence Supplier Diversity Programme, we provide mentoring and opportunities for suppliers to build lasting relationships with their customers. These connections enable suppliers to support customers in meeting their diversity goals, with 26% of suppliers with spend classified as diverse in 2023.



# Meet Marie France

Marie France, Senior VP of Global Managed Services, North America, brings her experience as a woman of colour to have an open and constructive conversation with customers and suppliers.

“I ask the tough questions so we can have a true dialogue about what they’re striving to achieve.”

Marie explained that the INfluence Supplier Diversity Programme removes barriers, gives a wider variety of suppliers an opportunity to meet with our customers and have a conversation to understand what they need to do to be successful and how they should position themselves to potential customers. These small businesses are able to use that time to learn more about the company culture and start pipelining candidates," she added.

**Marie France**  
Senior VP of Global Managed Services, Impellam North America

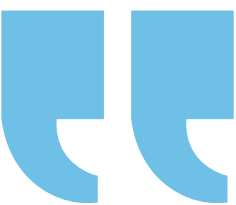


# Creating Change Through Conversation

## Diversity Supplier Summits

Our Diverse Supplier Summits connect clients with suppliers aiming to building diverse and inclusive workforces. These events provide customers with opportunities to strengthen relationships with a wider variety of suppliers, helping them access exceptional talent quickly and competitively.

These summits also energise suppliers by highlighting the value of participating in MSP programmes and showcasing how they can contribute to customers’ workforce objectives.



“With the evolving perceptions around the role of ED&I in the workplace, Impellam's priorities have not shifted. We take pride in building an inclusive environment for all of our people, supporting our customers in their own aims and sustainability initiatives, and strengthening the communities where we live and work”.

Ann Bookout  
SVP ED&I and Change Effectiveness





# Trusted by Our People

## Making work a better place for all

Through the power of work, we are building better businesses and helping people lead more fulfilling lives. To achieve this, we are committed to ensuring that our journey in vision is trusted and supported by our people, clients, and communities alike.

1<sup>st</sup> POVERTY

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES



# ED&I Statement

## Changing businesses, changing futures, changing lives

We find exceptional people for exceptional work, creating life-changing opportunities for our candidates and solving our customers' STEM talent and workforce challenges.

We aim to create workspaces that reflect the diversity of our society. Where everyone – from any background – can be their authentic selves and do their best work.

### **We believe in the power of work**

Work should have purpose. It should make a difference. This begins with the work that we offer our own people. By making it meaningful, we enable our people to make a real impact.

Together, we change lives for the better, improve businesses, and create brighter futures. All while removing barriers to employment, offering life-changing opportunities for our candidates and nurturing future talent.

### **Our culture of Virtuosity is based on trust**

We trust our Virtuosos and give them the freedom and autonomy to be ambitious, brave, innovative, and creative. We give them opportunities to make a real impact in a psychologically safe space, supported and encouraged by leaders who bring their whole self to work.

We recognise and look after different needs across our colleague network, approaching every situation with care and empathy. This includes taking into consideration a wide variety of factors including health, external caring responsibilities, professional development time, and ability to ensure genuine equality of access or opportunity. We operate an open approach to how people carry out their day-to-day roles by embracing a blended approach to working arrangements that enables people to perform to the best of their abilities.

We're also a pioneer in supporting our clients on their journeys to ensure they can recruit, hire and retain the most qualified candidates and ensure no one is overlooked due to a protected characteristic. See the section on Building Better Businesses with our Customers on page 16.

5

GENDER  
EQUALITY

10

REDUCED  
INEQUALITIES



# Leading the Way

One of the ways we support our customers and the wider industry on their journeys is through thought leadership.

We provide insights on a range of issues that impact job seekers and employers speaking at industry conferences and publishing content on topics of interest. Explore our latest resources to gain actionable insights into building a more inclusive workforce:

- Download

SRG'S Global Talent Trends & Insights 2024: Equality, Diversity and Inclusion (ED&I) Statistics

[Link](#)
- Read

Lorien's Women in Tech Insights 2024

[Link](#)
- Read

Guidant Global's Delivering the Defence Workforce of the Future

[Link](#)





# Celebrating Our People

## The Virtuosity Awards

Our Virtuosity Awards scheme celebrates and rewards colleagues for their outstanding contributions.

Anyone can nominate an individual or team who demonstrates Virtuoso behaviours. This year, we received hundreds of nominations, with winners announced at our global townhalls.

# Building Communities

## Ensuring the workplace is a safe space

We believe in creating a physical and psychologically safe working environment where people come together, find allies, and build strong communities. By raising awareness of important issues and championing change, we’re building a culture where everyone feels valued and supported.





# Unity and the BRGs



Our UNITY equity, diversity, and inclusion council plays a key role in fostering a psychologically safe workplace, no matter your background, identity, abilities, or beliefs.

UNITY achieves this through dedicated employee communities known as Business Resource Groups (BRGs), which drive meaningful connections and initiatives across our organisation.

We are proud to have 239 colleagues actively involved in seven Business Resource Groups (BRGs). These communities are vibrant spaces where individuals come together to support one another, celebrate differences, and drive positive change. Each BRG creates its own unique promises, which we strive to turn into meaningful actions that make Impellam a better place to work.

## The purpose of our BRGs is to:

- Relate**  
Create connected and safe communities through the lens of intersectionality
- Educate**  
Upskill our people and enhance our culture through education and learning
- Advocate**  
Be the voice of the people, driving change within the organisation and broader community
- Collaborate**  
Partner with customers to enhance relationships and achieve common goals

Together, our BRGs form a collaborative network that reflects our unique, connected way of working across brands, functions, and regions. Led by employees and supported by senior leaders, they foster a culture of inclusion and belonging where every voice is heard and valued.





# Building Communities

This year, our BRGs have led impactful initiatives and hosted engaging events that have united and educated colleagues while driving our Equity, Diversity, and Inclusion (ED&I) agenda.

## Key highlights include:

- **Education and Awareness:** Sessions on autism, epilepsy, conservation, and Black History Month.
- **Commemorative Events:** Hosting the third annual Ahmaud Arbery Remembrance Walk.
- **Empowering Women:** Guest speaker Lauren Neal shared her experiences of working in a male-dominated field on International Women's Day, joined by customer speaker Khalila Alexander from Kimberly-Clark.
- **Mental Health Initiatives:** Relaunching the UK Mental Health First Aiders and hosting a global 'Time to Talk' Day, with events sponsored by leaders like Ryan McMahon.
- **Sustainability Efforts:** Organising a 'Be Seen to Be Green' Challenge and a 'Wearing it Green' event.
- **Pride Celebrations:** Marching at Manchester Pride and hosting events such as a Pride Month Bake-off.
- **Women's Empowerment:** Building internal networks through personal board of directors sessions and financial planning workshops. We also have a very successful mentoring programme in the US.



# Our Support Communities

## IMAble

Championing a workplace free of limitations, so all can thrive in a culture that understands disabilities and mental health.

## IMCaregivers

Building a flexible and family-friendly culture by raising awareness of barriers in the workplace for people with caregiving responsibilities and advocating for change.

## IMMilitary

Supporting members of the military community by recognising their service and the skills and experience they have to offer, raising awareness of the challenges they face and providing avenues for them to flourish.

## IMMultiCultural

A support network for those who identify as multicultural, and their allies, to promote cultural awareness and champion an inclusive and diverse workplace.

## IMProud

Creating a safe and inclusive workplace for LGBTQ+ individuals by raising awareness and advocating for people of all sexual orientations and gender identities.

## IMWomxn

Celebrating and championing all those who identify as women, and promoting gender equity, both at Impellam and beyond, by providing support, resources and networking opportunities.

## IMEarth

Raising awareness of climate change among our people and encouraging them to take action to reduce their carbon footprint, as well as implementing positive change across our business.





# Listening to Our People

## The Virtuoso Alliance

The Virtuoso Alliance (VA) is a shadow board that brings diverse voices to the leadership team and Group CEO, Julia Robertson, through monthly meetings.

Open to all colleagues, the VA invites applications from individuals who demonstrate customer centricity and a desire to make a difference within Impellam and the world of work. Successful applicants join for a six-month term, contributing ideas and insights that shape our culture, strategy, and priorities.

The VA’s unique perspective is instrumental in turning ideas into action, ensuring that the voices of colleagues are heard and reflected in our business decisions.



**The feedback and radical candour we get from the Virtuoso Alliance is invaluable. We regularly hear from colleagues in customer-centric roles about what’s really happening in the business, in our markets and with our customers, giving them all a voice back to the business.**

Joscelin Conrad

Chief Strategy Officer, Impellam Group



# Awards and Recognition

Impellam Group is one of two companies globally with brands named as Leader in three categories of Everest Group PEAK Matrix®



Contingent Workforce Management (CWM)  
Managed Service Providers (MSP)



Services Procurement/  
Statement of Work (SOW)



UK IT Contingent  
Talent and Strategic  
Services



**Kelly-Ann Lynch**  
Managing  
Director Guidant  
Global APAC



**Claire Marsh**  
CEO North  
America



**Julia Robertson**  
Group CEO



**Nicole Trudgett**  
COO APAC



**Simon Blockley**  
CEO UK & Europe



**Julia Robertson**  
Group CEO



**Ann Bookout**  
SVP ED&I  
and Change  
Effectiveness



**Georgina Gold**  
Program Director  
Guidant Global



**Georgina Gold**  
Program Director  
Guidant Global





# Awards and Recognition



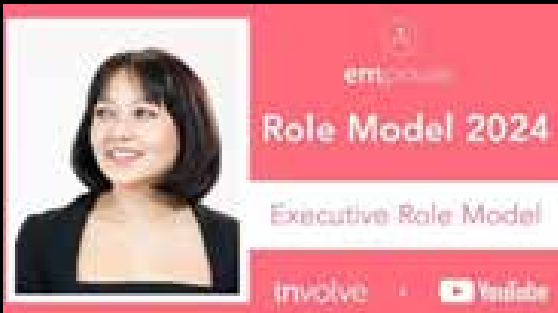
Claire Marsh  
CEO North America



Brian Salkowski  
CXO

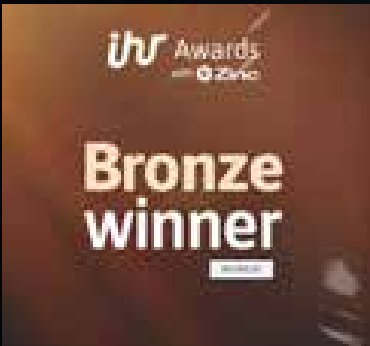


SRG won the Investors in People Gold Association



Hoa Ngo

Managing Director Comensura was included in the Involve Empower 2024 Top 100 Executives list & was one of two shortlisted for the APSCo Outsource Leader of the Year award



Lorien were the IHRA24 Bronze Winner



Comensura won the MSP of the Year Award at the APSCo Australia Awards for Excellence



Brian Salkowski and Sydney Slosson made the Top 10 nominee list for the Women of Work awards. Brian Salkowski for HeForShe Advocacy and Sydney Slosson for Pioneer Entrepreneur.



TIARA awards we were shortlisted for:  
The Nétive Client Service Award  
**Guidant Global & Lorien**  
The Best Talent Attraction Strategy Award  
**Guidant Global**

The Workwell Talent Solutions Innovation of the Year Award  
**Guidant Global**



Chris Blackburn  
STEM and Apprenticeship Ambassador



5 GENDER EQUALITY

10 REDUCED INEQUALITIES

# Accreditations

We are committed to fostering an equal environment for individuals who have traditionally been underrepresented in our industry. From talent attraction to management, we are implementing more equitable processes at every stage of the candidate experience.



In both North America and the UK, we participate in the Disability Equality Index® through Disability:IN, using it to benchmark our disability inclusion policies and practices. In 2024, we were proud to be named a top-scoring company for Best Place to Work for Disability Inclusion.

The Disability Equality Index® is a comprehensive assessment tool that enables businesses to evaluate their disability inclusion practices. Endorsed by business leaders and disability advocates, it identifies best practices and sets a high standard for all large employers.



In the UK, we are proud to be a Disability Confident Leader, with Guidant Global being the first in our industry to achieve Level 3 status and Lorien is also accredited. We actively promote the scheme to clients, suppliers, and the broader recruitment sector to advance disability inclusion.



Our efforts have also been recognised by the Recruitment Industry Disability Initiative (RIDI), celebrating our work on disability inclusion both internally and through client programmes.



To ensure our digital spaces are inclusive, we have implemented ReciteMe software across all our websites. This tool provides accessibility and language options, allowing visitors to customise their experience and access our content in a way that works best for them.



# Enhancing Performance and Development

## Checking-in on our people

Recognising the importance of effective and meaningful workplace conversations, we launched Coaching Culture during International Week of Happiness at Work. This performance management and coaching tool fosters open discussions about wellbeing, career progression, and personal development.

Coaching Culture provides a company-wide view of wellbeing and career progression while supporting managers with a coaching framework to check in on their teams’ mental health. By encouraging honest conversations, it strengthens personal growth, career development, and ongoing performance.

### Prioritising wellbeing

We provide all Virtuosos with access to the Calm app, offering a wealth of mental health resources. To date, **721** of our people regularly access the Calm app., supporting our people in managing their mental health and wellbeing.



# Celebrating Inclusion and Community

## IMProud celebrates our LGBTQ+ colleagues

Each year, we celebrate Pride through global and regional activities organised by our IMProud community

In 2024, highlights included:

- Marching at Manchester Pride alongside colleagues and clients.
- A Group-wide trivia quiz, customer roundtable discussions, and local events like the Great Pride Bake-Off.

Our commitment is to foster workplaces where everyone can bring their authentic selves to work.

**Listen to our people talking about the importance of pride, what it means to be an ally and their favourite pride memories.**

[Link to video](#)





# Black History Month

In the UK, we hosted an event at our London office featuring Dr. Alisha Lola Jones, a Professor of Music in Contemporary Society at the University of Cambridge. The theme, ‘Reclaiming Narratives,’ encouraged Black communities to reclaim their stories and challenge misrepresentations.

In North America, our IMMulticultural BRG presented a weekly series on Black Americans fighting for reparations, giving colleagues a deeper understanding of ongoing efforts to address historical injustices.

# NAIDOC Week in APAC

Colleagues in APAC participated in a special Cuppa TV event ahead of the National Aborigines and Islanders Day Observance Committee’s week of celebration amplifying the NAIDOC 2024 theme “Keep the Fire Burning! Blak, Loud & Proud.”

The session featured Indigenous leaders Dr. Paul Callaghan and Mundanara Bayles, exploring the enduring strength of First Nations cultures and their connection to Country.





# Mentoring for Growth

## Building Meaningful Partnerships

We offer mentoring programmes across the UK and North America, connecting senior executives with mentees to foster mutual learning and growth.

Pairings are thoughtfully crafted to enrich both mentors and mentees, with training opportunities identified by our Performance and Development team to support everyone involved.

Chris McKinney, VP at Lorien, shared his experience as a first-time mentor:



Meeting Carolyn has been one of the highlights of my time at Impellam. Technically, I’m the mentor, but I’ve learned so much from her, and I look forward to our calls every month.





# Trusted by Our Communities

## Our Commitment to Making a Difference

We believe in the power of connection and collaboration to make a tangible difference. From volunteering and charitable partnerships to stepping up during times of crisis, our people and partners are committed to creating meaningful change in the communities we serve, both locally and globally.





# Think Global, Act Local

## Charity begins at work

Our approach to charity reflects the principle of think global, act local. Guided by vertical market knowledge and regional expertise, our people are uniquely positioned to support the communities where we work, creating a meaningful impact where it matters most.

Key highlights:

- Paid volunteering days offered annually to all employees.
- Over £71,000 donated globally in 2024, benefiting communities worldwide.
- Corporate charity partnership with the International Red Cross.
- Awarded a Gold Quality Mark from Charities Trust UK for our commitment to payroll giving, based on employee participation.





# Enhancing Performance and Development

## Supporting Sitting Bucks Volleyball Club

Guidant became a headline sponsor of Sitting Bucks Volleyball Club in the UK. Sitting Volleyball is an inclusive sport in which teams have players with and without disabilities; Sitting Bucks have four members who have lost limbs and represent Great Britain in the Men’s and Women’s teams.

The club has won the England Sitting Volleyball championship for the third year in a row following their recent success in the Cup competition for the second year.

Carbon60 sponsors the Royal Navy Football Association and the Royal Navy Sea Cadets in Portsmouth, England, strengthening our connection with the navy and demonstrating our commitment to the local area.



# Commitments to the Armed Forces

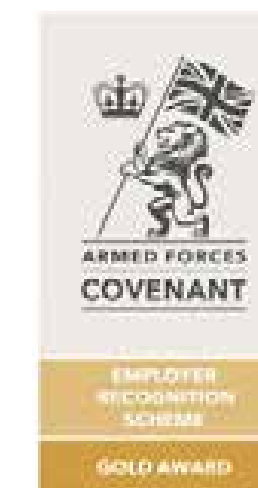
## Our Promise to the armed forces community

A year after signing the Armed Forces Covenant, Guidant was proud to receive silver accreditation in the Defence Employer Recognition Scheme. This recognition highlights employers who go above and beyond their Covenant pledges to provide exceptional support to the armed forces community and the defence sector. Carbon60 has achieved gold accreditation, reflecting their ongoing commitment.

## What is the Armed Forces Covenant?

The Armed Forces Covenant is a promise that all current and former members of armed forces, as well as their families, will be treated fairly, without judgement or bias, and regardless of their circumstances or beliefs, allowing them to reach their full potential in life.

IMMilitary, Impellam's dedicated employee-led Business Resource Group for veterans, organised the signing of the Covenant. This commitment demonstrates our ongoing support for veterans and reservists both internally and on behalf of our clients across various sectors. As part of this commitment, we also celebrated Armed Forces Day in June, recognising and honouring the contributions of those who serve.





# Championing Women in Defence

We are proud to be signatories of the **Women in Defence Charter**, reaffirming our commitment to increasing female representation in the defence sector.

Over the past year, we’ve taken meaningful steps to improve gender balance and create an environment where women can thrive. These efforts include targeted talent attraction campaigns, personal profile advertising, and hosting an International Women’s Day tour at one of our client sites.

Thanks to our ongoing commitment, we’ve been nominated for **Most Improved Charter Signatory** for 2024.



We are deeply committed to our ongoing support for veterans and reservists, both internally and for our clients across various sectors, and in increasing female representation in the defence sector. We are proud of the hard work our Virtuosos put into making sure that we provide a nurturing workplace for both veterans and reservists, still in service, and their families.

Simon Blockley  
CEO UK & Europe, Impellam



# What’s the Women in Defence Charter?

The Women in Defence Charter was launched to improve gender balance in the defence enterprise, in both the public sector and private sector. Signatories pledge to work together to build a more balanced enterprise, committing to excellence in driving inclusion and diversity within their organisations and providing opportunities for women to succeed at all levels.



# Charity Partnerships & Volunteering Activities

Volunteering days empower our people to give back to their communities while gaining new skills and experiences. Across regions, our colleagues have participated in a range of impactful activities:

## Volunteering activities across our regions

### North America

**Supporting those in need** - Over 30 colleagues from Guidant, Impellam, and Bartech joined forces with the Spectraforce team to fill 100 toiletry bags for the Grace Centers for Hope, a shelter that supports the local community without government funding.

**Beach Clean** - Volunteers collected 58 lbs of waste during a beach clean-up, joined by representatives from Xylem who helped make the day a success. Impellam also supported the initiative with a donation to Heal the Planet, a local non-profit that organises clean-ups and community events.

### UK

**Litter Picking in Luton** - As part of the Great British Spring Clean, we held a litter-picking event near our former offices at Capability Green, Luton. In collaboration with Kevin Poulton from ABCD-IN-LUTON, who provided all the necessary equipment, our team set out with bags and pickers to make a difference. The day served as a reminder of the importance of corporate social responsibility – taking actionable steps to positively impact both the community and the environment.

### APAC

**Beach Clean** - Five members of the Impellam APAC team came together for a beach cleanup in beautiful Manly beach that turned into a team-building experience that brought us closer together.

**During National Blood Donor Week**, APAC colleagues participated in LifeBlood, an Australian Red Cross initiative celebrating the generosity of over half a million blood donors each year. Employees who donated received vouchers for a local café in collaboration with Sydney office manager DEXUS.







# Making an Impact

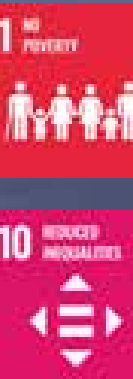
At Impellam, we believe in stepping up during times of need, whether by fostering mental health conversations, supporting inclusivity, or responding to crises. Across the globe, our people and partners have come together to make a tangible difference in their communities.

**Global** - We marked Time to Talk Day across Impellam by encouraging conversations about mental health. Through games and shared moments over a brew, we supported our people in navigating mental health challenges and fostering meaningful connections.

**North America** - IMCaregivers Supporting Inclusion - Our IMCaregivers BRG participated in the Best Buddies Friendship Walk at the Detroit Zoo, raising \$775 to support inclusivity for individuals with intellectual and developmental disabilities.

**Hurricane Helene Response** - When Hurricane Helene swept through East Tennessee in September 2024, causing flash floods, mudslides, and widespread destruction, Adam Little, VP of Client Solutions at Guidant Global, and a Military Intelligence Officer with the Army National Guard, played a pivotal role in direct response efforts.

**UK - Uniting for Lia's Wings** - True collaboration (and a touch of healthy competition!) took centre stage at a corporate charity dragon boat event at Dorney Lake. Teams from Lorien, SRG, Carbon60, Guidant, Comensura, and some of our clients raised over £12,000 for Lia's Wings, an organisation dedicated to providing vital medical air transport for babies and children in need.





# Making an Impact

**Making Waves for a Cause** - Seven courageous colleagues braved a shark dive, raising over £4,000 for Lia’s Wings. After just a few hours of training, they plunged into a tank holding 3.8 million litres of water and live sharks. Congratulations to Alexandra Williams, Craig Lutman, Shelby Agius, Alyssa Hayward, Andrew Ford, Chloe Anderson, and Laura-Ann Smeaton for their bravery.

**Reaching New Heights** - Richard Collett from Carbon60 took on the brave and thrilling challenge of a wing walk. Strapped to a biplane flying at speeds of up to 150mph, he raised over £1,000 for Lia’s Wings.

**Supporting the Navy** - Carbon60’s sponsorship of the Royal Navy Football Association and Royal Navy Sea Cadets in Portsmouth demonstrates our ongoing commitment to the local community and its service members.

**Australia** - During DonateLife Week in Australia, Kelly-Ann Lynch, Managing Director of Impellam APAC, and Jon Youssef, Head of Legal & Compliance, shared personal stories about the profound impact of organ donation with their APAC colleagues in a webinar hosted by Lucy Dunwell, Head of Marketing. Currently, about 1,800 Australians await organ transplants, and 14,000 people on dialysis could benefit from kidney transplants.





# Our Partners in Action: Hurricane Relief

In the wake of the devastation left by Hurricanes Helene and Milton, we are honoured to share stories of our partners' heroic efforts in response to these events and how communities came together in moments of need.

## Samaritan's Purse

In partnership with Samaritan's Purse, our team supported recovery efforts in Western North Carolina, working in hard-hit areas like Fairview, Black Mountain, and Swannanoa. Volunteers cleared fallen trees from homes and tarped leaking roofs, helping locals rebuild. Amid the devastation, the sense of community, patriotism, and care for one another was undeniable.

## ICONMA

ICONMA, in collaboration with their CEO, and Co-Founder & Executive Vice President, have donated **\$15,000** to various charities in Asheville, NC, to support those affected by the hurricane.

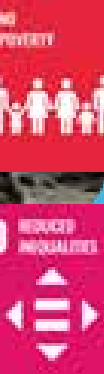
## The Planet Group

Raised **\$850** through an office donation drive.

## Contingent Workers

Our SACW workforce played a vital role in storm recovery, with **927 workers** logging over **26,000 hours** of voluntary overtime between 9/29 and 10/20 - a **65% surge** in total overtime logged. Meanwhile, our UAS Services team eagerly deployed into storm restoration efforts, flying over **59 hours** following Hurricane Helene with zero incidents. Their work was instrumental in restoring power lines and assessing damage faster than ever, demonstrating their critical role in the recovery process.

**Impellam matched employee donations to organisations providing hurricane relief, including: Global Giving, American Red Cross, International Medical Corps, World Central Kitchen, Inc., United Way of North Carolina**





# Thrive in Life Sciences:

## Empowering London’s Next Generation workshop

**Philippa Clark**, Senior Client Development Manager, spoke to an audience spanning eight London boroughs.

Her talk explored new ways to attract and retain diverse local talent for the Life Sciences sector, reinforcing SRG’s commitment to supporting the next generation of STEM professionals.





# Inspiring Young Minds

## Empowering the Next Generation at Career Day

At Impellam Group, we’re dedicated to helping create inclusive and welcoming workplaces by removing barriers to employment and providing life-changing opportunities. As part of our work, we make an impact in our communities, nurture future talent and give back by donating our time and expertise.

Jennifer Wallace, our Senior Director of Finance Transformation in North America, visited Britt Elementary School in Snellville, Georgia, to participate in Career Day. During her visit, she shared insights into finance and imparted valuable life skills to an eager group of 10 to 11-year-olds.

During her session, Jennifer discussed the importance of adaptability and continuous learning in today's dynamic job market. She drew from her journey and emphasised that embracing change can lead to fulfilling career paths.

Jennifer highlighted the importance of financial literacy and took the time to educate the students on practical aspects of finance, such as managing bills and investing. This was an important lesson given many schools in North America do not have the resources to address the topic of financial education.

*"The kids LOVED the Impellam dollars. I left them with the classrooms for the teachers to incorporate into future maths lessons. A few teachers asked to download the financial literacy link on my last slide to teach their kids. That was a cool feeling."*



# Our World

## Sustainability Highlights

Our sustainability journey has seen us...

-  **Extend our boundary of carbon reporting from the UK to all group operating businesses and extended our Scope 3 reporting to all business-related activities**
-  **Complete our first year for Task Force on Climate-Related Financial Disclosures**
-  **Set our science-based targets for Carbon Net Zero Transition Plan by 2045.**
-  **Gain Planet Mark Business Certification for 2023 carbon reporting and completed our public commitment to SBTi for both near term and Net Zero commitments**
-  **Establish the primary goal for a diversity initiative**





# Our Net Zero Transition Plan

## Executive Summary

Impellam Group takes its place in society and its impact on the environment incredibly seriously. This commitment is reflected in our dedication to measuring and reducing the organisation’s carbon footprint in line with our Net Zero targets. To become the most trusted workforce and solutions group globally, we recognise the importance of this commitment and how critical it is to actively support stakeholders across our supply chain in decarbonising and contributing to this ambitious Net Zero journey.

**Journey to Net Zero:** A key objective is to demonstrate the ability to continue growing while decarbonising through operational efficiencies.

**Baseline carbon footprint and Net Zero targets:** Impellam Group now has full visibility of all operational and value chain emissions, having completed our first Scope 3 assessment. This enables the organisation to explore and capitalise on further opportunities to reduce our footprint. These efforts include committing to 100% renewable energy in our UK operations and launching our employee-led network, IMEarth. To support our continued decarbonisation efforts and achieve our Net Zero target of 2045, with a 2023 baseline year, we have partnered with Planet Mark to measure our full carbon footprint, encompassing all three scopes of emissions as defined by the Greenhouse Gas Protocol (GHGP).





# Our Net Zero Transition Plan

**Solutions to decarbonise:** This Net Zero Transition Plan outlines the key initiatives Impellam Group will undertake to deliver our Net Zero goals. These solutions are based on the outcomes of carbon footprint data analysis and stakeholder interviews carried out by Planet Mark with relevant Impellam Group team members. Some solutions deliver direct carbon reductions, while others lay the key foundations for future savings, and are equally important to implement. The Group’s key initiatives will focus on engaging suppliers to support their own decarbonisation journey and working with current landlords to reduce our office footprint.

**Governance:** A robust governance structure is essential to tracking, monitoring, and evaluating the implementation of these key initiatives, ensuring the successful delivery of our Net Zero ambitions. While there is still work to be done to embed strategic targets and set carbon budgets at Impellam Group, the company is moving in the right direction with the support of the Senior Leadership Team and the IMEarth network.

IMEarth includes colleagues from across the business who collaborate to drive holistic changes, and it is championed by the Senior Leadership Team to ensure the necessary support is in place to achieve our Net Zero ambitions.

As we advance our decarbonisation efforts, we will ensure that sustainability principles are embedded in decision-making across the organisation. This work will include the development and implementation of policies, processes, and frameworks that drive innovation and transform the way we operate for a low-carbon future.





# What is Net Zero

Net Zero means cutting greenhouse gas (GHG) emissions to as close to zero as possible, with any remaining emissions being re-absorbed from the atmosphere (United Nations).

## How do we achieve Net Zero?

In accordance with the Science-Based Targets initiative (SBTi) Corporate Net Zero Standard, an organisation can be considered Net Zero once it has reduced emissions across all three scopes by at least 90% of the baseline.

The standard outlines that corporate targets should be in line with the ambition to limit Impellam Group warming to 1.5°C, and that organisations should set near-term targets to deliver deep emissions cuts in the next 5-10 years. Only unavoidable residual emissions (totaling no more than 10%) may be neutralised at the Net Zero target year using accredited carbon removal offsets (e.g., afforestation schemes).

## Why is Net Zero so important?

The Paris Agreement, adopted by 196 Parties at COP 21, is a legally binding treaty on climate change, which aims to limit Impellam Group temperature rise to no more than 1.5°C compared to pre-industrial levels.

The Intergovernmental Panel on Climate Change (IPCC) outlined in early 2022 that without deep and immediate reductions in GHG emissions across all sectors, limiting Impellam Group warming to 1.5°C is unattainable. Staying on track will require Impellam Group emissions to peak before 2025. It is time, therefore, to prioritise Net Zero within the wider business strategy, starting with a robust measurement of all GHG emissions, formulation of Net Zero targets, and an action plan for reducing emissions.





# Net Zero targets

Impellam Group is committed to achieving Net Zero Greenhouse Gas (GHG) Scopes 1, 2 and 3 emissions by 2045 from a baseline year of 2023. Net Zero will be achieved through an absolute reduction of Scope 1, 2, and 3 emissions by 90% by 2045. To support this goal, we have set interim targets as follows:

80%

Absolute reduction of Scope 1 and 2 emissions by 80% by 2033

67%

Suppliers covering 67% of Purchased Goods and Services emissions to set Net Zero targets by 2029

65%

Absolute reduction of Scope 3 emissions by 65% by 2033

To deliver against these Net Zero targets we will be working to ensure all available carbon reduction opportunities and initiatives are embedded into our business processes and operations.

We recognise that achieving Net Zero by the end of 2045 is ahead of UK legislation, and we are steadfast in our commitment to limit global warming to 1.5 °C and recognise the level of investment, resource and process change that will be required as we work towards this target. Once we have reduced our emissions as close to zero as possible, we will be investing in accredited carbon removal offsets to balance out any residual, unavoidable emissions. For best practice, it is recommended to follow the SBTi Corporate Net Zero Standard as this is the only framework available for corporate Net Zero target setting. Our baseline and Net Zero targets will be reviewed for relevance on an annual basis to reflect best practice as set out within the SBTi Corporate Net Zero Standard.\*

*\*Note regarding updating targets: In line with the SBTi Corporate Net Zero Standard, companies are required to check targets annually and at minimum review them every five years. If necessary, companies must recalculate their target to reflect significant changes that might compromise the target. Recalculation should not be triggered by organic growth but should be triggered by significant changes in company structure / operation (e.g., Mergers / Acquisitions), in methodology used for calculating the base year inventory (e.g., improved emissions factors, improved data quality), and in the occurrence of significant errors.*





# Net Zero targets



It's truly inspiring to see Impellam Group accelerate its sustainability journey with Planet Mark, committing to reach Net Zero by 2045. Planet Mark is proud to support Impellam Group on this vital decarbonisation path and commends the company for taking a strong, data-driven approach to achieving Net Zero. Limiting global warming to 1.5°C is critical, and keeping the Paris Agreement's ambitions alive will only be possible if organisations take significant steps in reducing their carbon emissions. I am eager to witness Impellam Group's progress as we move towards a Net Zero future.

Steve Malkin

CEO and Founder at Planet Mark

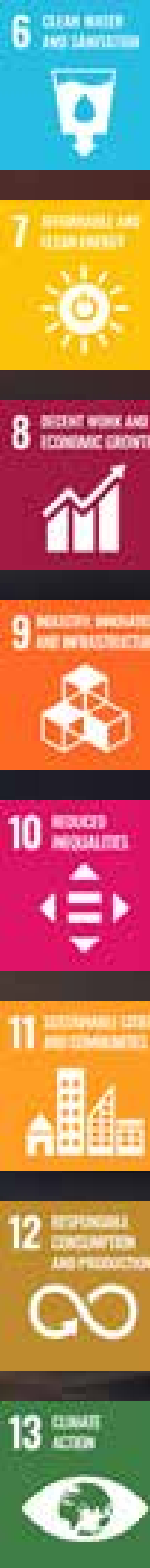
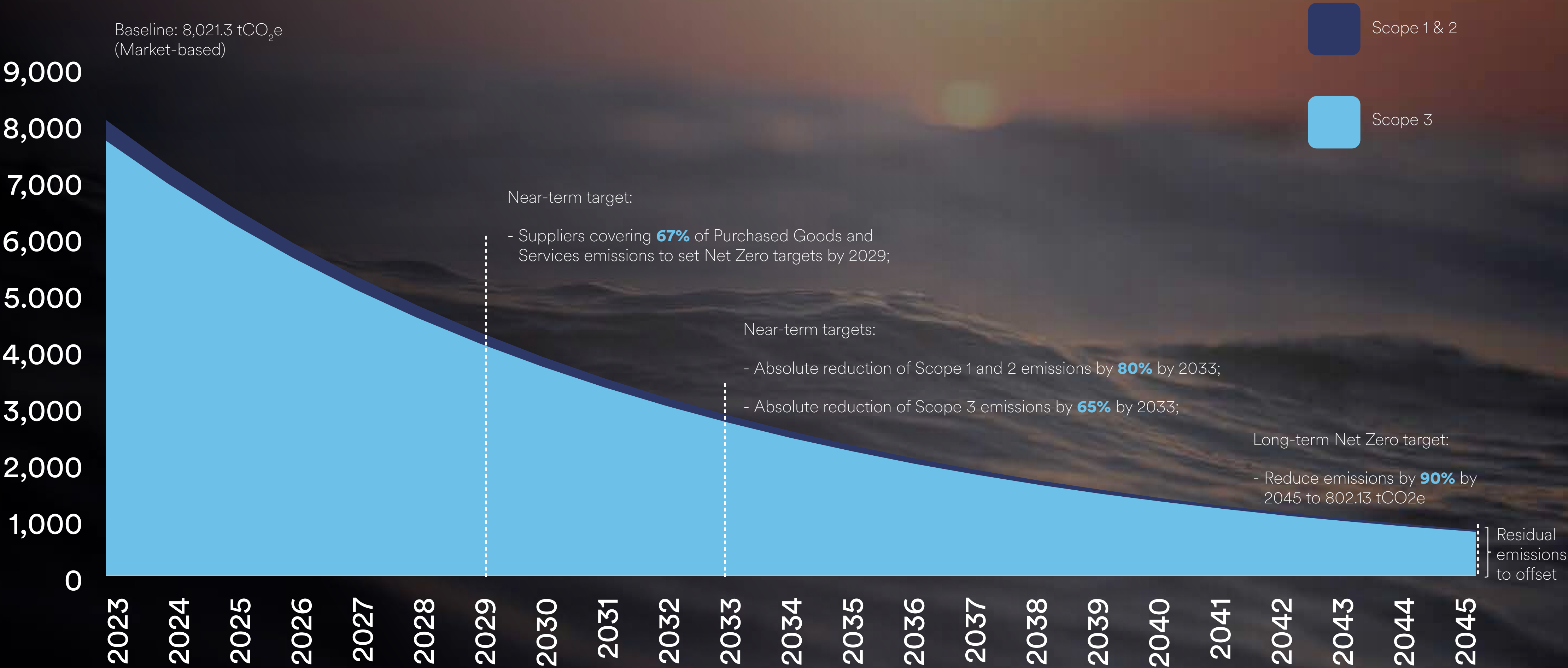


# Theoretical path to Net Zero by 2045





# Theoretical path to Net Zero by 2045



# Impellam Group baseline data

## What are Scope 1, 2 and 3 emissions?

**Scope 1:** the emissions from sources that a company creates directly (e.g., from burning fuel in gas boilers and in company-owned vehicles).

**Scope 2:** the emissions a company indirectly creates, associated with the energy it purchases (e.g., electricity).

**Scope 3:** the emissions that are not produced by the company itself, but by those within the company’s value chain (e.g., the procurement of goods and services). Scope 3 is split into 15 categories.

## Carbon Footprint

Impellam Group has measured all UK operations material Scope 1, 2 and 3 emissions through Planet Mark’s annual Business Certification and extended Scope 3 measurement. The Planet Mark measurement methodology is fully aligned to Greenhouse Gas (GHG) Protocol and all data is verified with evidence provided by Impellam Group. Scope 3 Category 1 (purchased goods and services) accounts for the largest proportion of the baseline carbon footprint **(65%)**, followed by Category 7 (employee commuting) **(15%)**, and Category 6 (business travel) **(13%)**.





# Impellam Group baseline data

## Overview

**Reporting year:** 1st January 2023 to 31st December 2023

**Reporting Boundary:** Global operations (UK, APAC, NA)

8,021.3	4.2	12/16	12/16
Total carbon footprint (tCO <sub>2</sub> e) (Market-Based)	Per Employee (tCO <sub>2</sub> e)	Data quality (Business Certification)	Data quality (Extended Scope 3)

**Measured emissions:**

**Scope 1** - Fleet and natural gas

**Scope 2** - Electricity

**Scope 3** - *Cat. 1.* Purchased goods and services *Cat. 3.* Fuel and energy related activities

*Cat. 4.* Upstream transportation and distribution *Cat. 5.* Waste *Cat. 6.* Business travel

*Cat. 7.* Employee commuting

**Notes and exclusions**

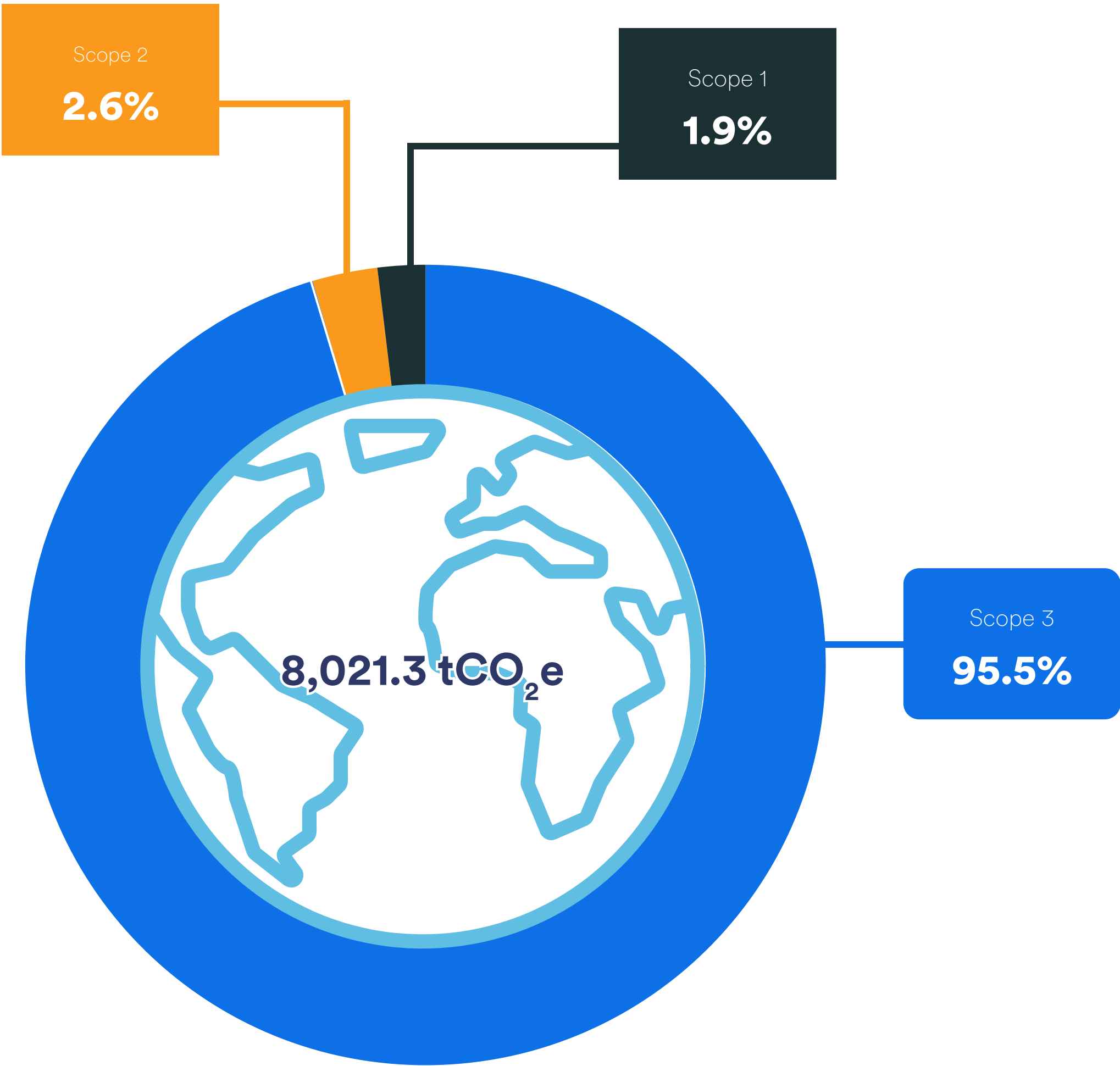
For purchased goods and services, **90.8%** spend-based data was used and the remaining **9.2%** was extrapolated.

All other categories were excluded as they were either not applicable to Impellam Group or considered de minimis.



# Baseline carbon footprint

Scope	Category	tCO <sub>2</sub> e	Proportion of total market-based footprint
Scope 1	Fleet Travel	19.8	0.2%
	Natural Gas	134.3	2%
Scope 2	Electricity (Location-based)	353.7	-
	Electricity (Market-based)	210.7	3%
Scope 3	Cat 1. Purchased goods and services	5,221.2	65%
	Cat 3. Fuel and energy related activities	104.4	1%
	Cat 4. Upstream transportation and distribution	80.5	1%
	Cat 5. Waste	61.7	1%
	Cat 6. Business travel	1,009.8	13%
	Cat 7. Employee Commuting	1,179.0	15%
Total scope 1,2 & 3 (Location-based)		8,164.3	
Total scope 1,2 & 3 (Market-based)		8,021.3	

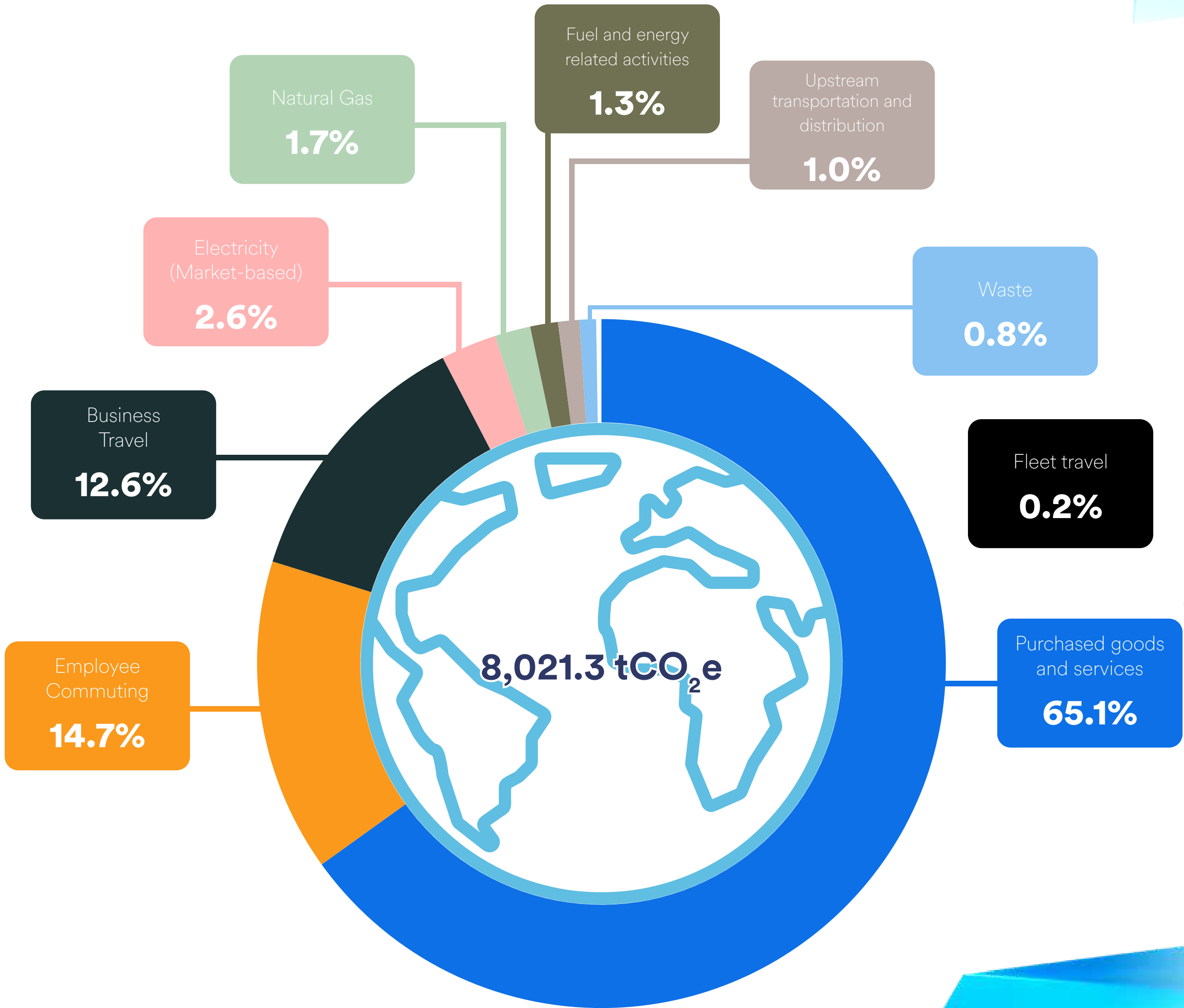




# Baseline carbon footprint

Scope	Category	tCO <sub>2</sub> e	Proportion of total market-based footprint
Scope 1	Fleet Travel	19.8	0.2%
	Natural Gas	134.3	2%
Scope 2	Electricity (Location-based)	353.7	-
	Electricity (Market-based)	210.7	3%
Scope 3	Cat 1. Purchased goods and services	5,221.2	65%
	Cat 3. Fuel and energy related activities	104.4	1%
	Cat 4. Upstream transportation and distribution	80.5	1%
	Cat 5. Waste	61.7	1%
	Cat 6. Business travel	1,009.8	13%
	Cat 7. Employee Commuting	1,179.0	15%
Total scope 1,2 & 3 (Location-based)		8,164.3	
Total scope 1,2 & 3 (Market-based)		8,021.3	

Carbon footprint by emission source for 2023, tCO<sub>2</sub>e



# Estimated potential increase in Net Zero baseline

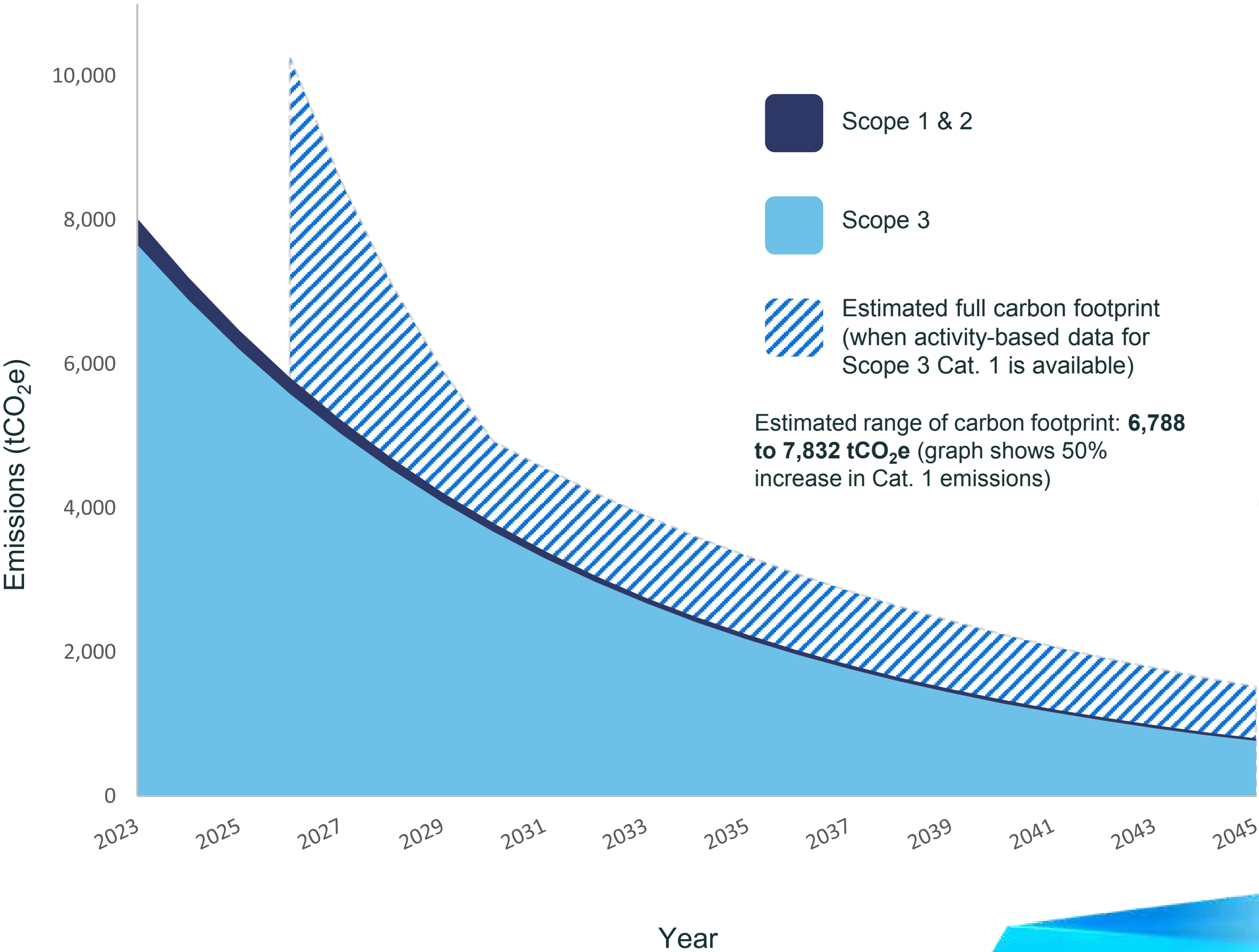
## Baseline considerations

In accordance with the GHG protocol, Planet Mark uses three main methods to calculate the emissions associated with purchased goods and services, listed below in order:

- 1. Supplier specific:** Product-level cradle-to-gate GHG data from suppliers, typically as an LCA.
- 2. Activity-based:** Emissions estimated for goods and services by collecting data on the mass, or other relevant units, and multiplying by relevant emission factor.
- 3. Spend-based:** Emissions estimated using BEIS spend-based emissions factors for goods and services. Calculated by multiplying the economic value of goods and services purchased by the emission factors.

## Estimated emissions

The graph on the right visualises an estimated future baseline. This estimation has been calculated by increasing the emissions measured using the spend-based methodology by the estimated maximum **50%** observed uplift. It was assumed that access to activity-based data may take time, and therefore the data was plotted in from 2026.





# Solutions for decarbonisation

To facilitate our 2045 Net Zero target, we will need to continue to place emphasis on our decarbonisation approach, supported by appropriate resources and delivered by the whole company.

Our actions are broken down into four time periods:

**Immediate Initiatives (2023 - 2026)** - The essential groundwork to realise Impellam Group’s Net Zero ambitions.

**Near-term actions (2027 - 2030)** - Ensuring a budget is in place to deliver carbon reduction initiatives, which can be deployed efficiently using current resources, insights, and understanding. Prioritising actions to reduce total emissions in alignment with Impellam Group’s Net Zero commitments.

**Decisive mid-term actions (2031 - 2035)** - Strategic resourcing to achieve Net Zero, supported by a critical emphasis on Net Zero in all business decisions. Supporting the long-term target and commitment to achieving Net Zero for Scopes 1, 2, and 3 by 2045.

**Long-term Net Zero enablers (2036 - 2045)** - Initiatives that may require significant budgeting, structural adjustments, and industry-wide change.

To deliver the necessary carbon reductions, across both our internal operations and wider value chain, we have put in place a series of solutions across three key activation levers:

- Measurement, data quality, and target setting,
- Education, engagement, and communications,
- Key decarbonisation initiatives and policies.

By activating all three we can put in place the necessary resources to facilitate large scale decarbonisation projects, drive the required internal and external behavioural change necessary to deliver Net Zero, and track and review our process accurately.





# Solutions for decarbonisation

## Solutions overview

**Scope 1** – Work with landlords to carry out full energy audits to identify consumption and wastage across all sites. Also, start decarbonisation of fleet activities.

**Scope 2** – Procure 100% REGO-backed renewable electricity and implement energy efficient solutions across all offices.

**Scope 3** – The majority of our carbon emissions come from Purchased Goods and Services within Scope 3. Impellam Group will need to start capturing activity-based data to support the near-term Net Zero targets. The remaining high carbon emission categories include Business Travel and Employee Commuting, and a focus will be to decarbonise these areas. By implementing travel policies and hybrid working arrangements where possible, while consolidating the supply chain will support Impellam Group in developing a resilient value chain.

Beyond specific initiatives with high potential carbon savings, it will only be possible to reach Net Zero by catalysing behavioural change across the whole company and encouraging the team to adopt a Net Zero mindset.





# Solutions for decarbonisation overview

	Measurement, data quality, and target setting		Education, engagement, and communications		Key decarbonisation initiatives and policies			
Immediate initiatives	Improvements in data quality and collection processes	Working collaboratively with landlords for improved visibility over consumption	Initiated supplier engagement activities with top suppliers	Leveraging the IMEarth employee programme to support on Net Zero targets	Work with landlords to install LED lighting across all offices	Develop the supplier review process to capture their environmental credentials	Implement a Sustainability Procurement Policy	Evaluate site energy/ water usage to find efficiencies
Near-term actions	SMART target setting for all emissions sources	Develop procurement system to ensure collection of activity-based data	Conduct comprehensive supply chain review and Net Zero engagement	Embed a culture of sustainability across the entire organisation	Infrastructure decarbonisation	Low carbon HR and travel policies	Develop carbon policies that need to be mandated in supplier contracts	Equipment efficiency and ongoing maintenance
Decisive mid-term actions	Embed carbon data collection into finance systems as standard	Continuous and transparent review of targets, actions, and processes	Full compliance with policies and Net Zero supplier requirements	Ensure that sustainability is the default approach to decision making at Impellam Group	New offices to have Net Zero embedded as standard	Fully recycling e-waste	Continue to explore opportunities to consolidate and scale supplier selection	Identify new suppliers if current ones are not on a Net Zero pathway
Long-term Net Zero enablers	Ongoing measurement, target setting, and strong governance		Ongoing compliance across entire value chain with cross sector regulation and legislation		Decarbonisation of key supporting industries			

To view our Net Zero Transition Plan in detail, click the link below to access the full report.

[View Report](#)

# Taking action with IMEarth

Launched in 2023, our global business resource group, IMEarth, continues to raise awareness of climate change and the actions we need to take. It achieves this by sharing best practices and collaborating with regional and brand-specific action groups, such as our UK climate think tank, to implement green initiatives across the business.

**Earth Day 2024** - To celebrate Earth Day 2024, IMEarth held an impactful Microsoft Teams live event with guest speakers, Hannah Dean-Wood and Alexandra Maria Azevedo. This shared information about the impact we can have both as a business and individually to reduce our carbon emissions and protect the environment.

Hannah Dean-Wood, from Planet Mark, spoke about our partnership, how we’re reducing our carbon footprint, and announced that we are now globally Planet Mark Business Certified.

Earth and Marine Scientist, Alexandra Maria Azevedo, informed us about the negative impact plastics are having on our oceans, how it’s affecting our environment and what we can do to help reduce this. We also heard from our IMEarth co-leads Rachael Lambert and Eugenia (Jenna) Katz, who shared how our colleagues can get involved in upcoming events.

*"It was a great, informative session that highlighted the importance of our commitment to reducing our emissions and waste, and how each of us can reduce our impact."*

Impellam's global operation is now Planet Mark Business Certified, recognising how successfully we’re embedding sustainability into our business practices.







# We believe in the power of work

We hope you've found our latest Impact Report informative and interesting as it shows our continuing commitment to creating an inclusive, sustainable and welcoming world of work for our people and our customers. We think you'll agree that our brands are united in building better businesses and helping people lead more fulfilling lives.

If you would like to ask any questions about how we might help you on your Impact journey, please email [askImpellam@Impellam.com](mailto:askImpellam@Impellam.com)

## Simon Blockley

CEO UK & Europe

A portrait of Simon Blockley, a middle-aged man with short grey hair, wearing a white shirt. The portrait is set against a blue and purple geometric background.

## Mark Coyle

CEO APAC

A portrait of Mark Coyle, a man with short brown hair, wearing a dark jacket over a patterned shirt. The portrait is set against a blue and purple geometric background.

## Claire Marsh

CEO North America

A portrait of Claire Marsh, a woman with short blonde hair, wearing a black top. The portrait is set against a blue and purple geometric background.

## Brian Salkowski

CXO Impellam

A portrait of Brian Salkowski, a man with short brown hair, wearing a light blue shirt. The portrait is set against a blue and purple geometric background.

