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Net Zero Transition Plan

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Impellam Group's vision is to be the most trusted workforce and STEM talent solutions company. As such, we take our social and environment responsibility very seriously and we are committed to measuring and reducing our carbon footprint in line with our Net Zero targets. To become the most trusted workforce and solutions group globally, we recognise this commitment and how critical it is for us to actively support stakeholders across our supply chain to decarbonise and be part of this ambitious Net Zero journey.

Journey to Net Zero

A key objective is to demonstrate to the industry, the ability to continue to grow, whilst decarbonising through operational efficiencies.

Baseline carbon footprint and Net Zero targets

Impellam Group has full visibility of all operational and value chain emissions having completed our Scope 3 assessment; this will enable the organisation to explore and exploit further opportunities to reduce our footprint. These opportunities include committing to 100% renewable energy in our UK operations and the launch of our employee-led network IMEarth. To support us in our continued efforts to decarbonise and hit our Net Zero target of 2045, from a 2023 baseline year, we have partnered with Planet Mark to measure our full carbon footprint, encompassing all three Scopes of emissions, defined by Greenhouse Gas Protocol (GHGP).

Solutions to decarbonise

This Net Zero Transition Plan sets out the key initiatives we will undertake to deliver our Net Zero goals. Solutions for all three Scopes can be found on pages 16 – 25. 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 offer the key foundations for future savings, and are equally important to implement.

The key initiatives will focus on engaging with our suppliers to assist them in their own decarbonisation journey and with our current landlords to reduce our office footprint.

Governance

A robust governance structure to track, monitor and evaluate the implementation of these key initiatives is essential to the successful delivery of our Net Zero ambitions. There is still work to be done to embed the strategic targets and set carbon budgets, but with the support of our Senior Leadership Team and the IMEarth network, the company is moving in the right direction. IMEarth includes colleagues from across the business working together to make holistic changes and is championed by the Senior Leadership Team to ensure the right support is in place to deliver against Net Zero ambitions.

As we move forward with our decarbonisation efforts, there will be continuous work to ensure sustainability principles are embedded into decision making across the entire organisation. This work will include development and implementation of relevant rules, policies, and processes to help transform the way we work and innovate for a low carbon future.

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What is Net Zero?

What is Net Zero?

Net Zero means cutting greenhouse gas (GHG) emissions to as close to zero as possible, with any remaining emissions 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 the unavoidable residual emissions (totalling 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.



What does it mean to Impellam Group?



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Impellam Group has ambitious growth plans to spearhead our market position.

Impellam Group will take a strategic approach to balancing growth objectives while actively pursuing carbon reduction initiatives to achieve our 2045 Net Zero target. It is crucial that we prioritise the introduction of policies and decarbonisation initiatives to secure the necessary reductions across our operations and value chain. In addition to these structural measures, we will also establish the appropriate internal infrastructure, including comprehensive sustainability policies for our suppliers and business travel, along with robust systems to ensure the accurate capture of carbon emissions data. As the focus on reduction expands beyond direct operational emissions, having these foundational elements in place will be essential to maintain our progress in the transition to a low carbon organisation.

Supply Chain Investment

Like many organisations, the bulk of our carbon emissions stems from our value chain, particularly the goods and services we procure, as well as our business travel. To effectively decarbonise these areas, we will implement a comprehensive supplier engagement programme. This will involve establishing contractual obligations, requiring key suppliers to report their emissions, and promoting conscious travel practices, including the use of online meetings wherever possible.

Upskilling in Sustainability

As well as educating our supply chain, we will work to upskill our colleagues to ensure that everyone understands the role we play in Impellam Group's Net Zero journey. By raising awareness and providing appropriate travel policies, we will be working as a collective to reduce our commuting emissions and to identify realistic solutions to cut the footprint of our business travel activities.

It is vital that we work collaboratively to create a supportive environment to ensure everyone can join us on our ambitious Net Zero journey, whilst holding Impellam Group accountable. There are already many opportunities to get involved,

specifically, through the cross-business IMEarth global business resource group, a dedicated and influential team of sustainability champions.

Governance Guidance

From Board-level down, sustainability is embedded within working agendas and team discussions. As part of these ongoing discussions, each team and business function are looking deep into their value chain to understand emissions hotspots and identify opportunities to reduce emissions.

To ensure sustainability and decarbonisation remains a clear business priority Planet Mark have recommended that the Board should consider linking remuneration bonuses to Net Zero KPIs and that we appoint a dedicated committee to execute the sustainability strategy across the entire organisation. This committee would be supported by the IMEarth network to drive employee education and engagement across the wider business and ensure metrics are being achieved against the Net Zero targets.



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Section 1

Reduction Targets

Impellam Group Net Zero targets



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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

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 by reducing absolute Scope 1, 2 and 3 emissions by 90% by 2045. To support this goal, we have set interim targets as follows:

- Absolute reduction of Scope 1 and 2 emissions by 80% by 2033;
- Suppliers covering 67% of Purchased Goods and Services emissions to set Net Zero targets by 2029;
- 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.

Theoretical path to Net Zero by 2045



Theoretical path to Net Zero by 2045





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Section 2

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 creates indirectly, 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., 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%).

Overview

Reporting year:

1st January 2023 to 31st December 2023

Reporting Boundary:

Global Operations (UK, APAC, NA)

Key figures:

- Total Carbon footprint (tCO₂e): 8,021.3 (Market-based)
- Per employee (tCO₂e): 4.2
- Data quality (Business Certification): 12 out of 16
- Data quality (Extended Scope 3): 12 out of 16

Measured Emissions

Scope 1: Fleet and natural gas

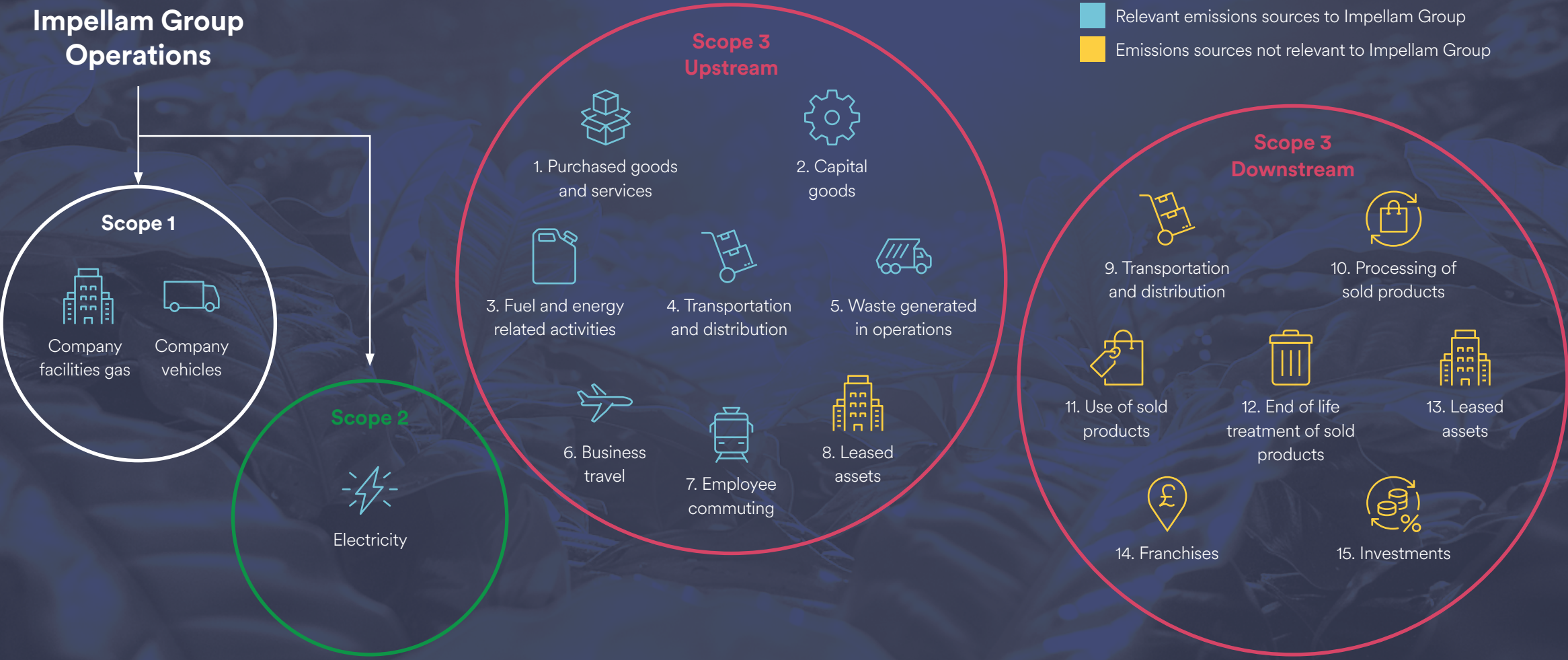
Scope 2: Electricity

- 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 due to either not being applicable to Impellam Group or de minimis.

Material Scope 1, 2, 3 emissions



Baseline Carbon Footprint



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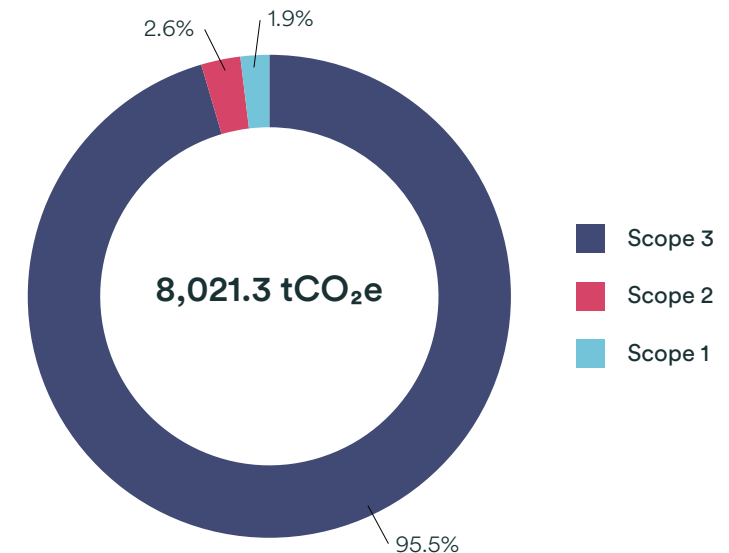


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Scope	Category	tCO ₂ e	Proportion of total market-based footprint
Scope 1	Fleet Travel	19.8	0.2%
	Natural Gas	134.3	2%
Scope 2	Electricity [Location-based]	353.7	—
	Electricity [Market-based]	210.7	3%
Scope 3	Cat 1. Purchased goods and services	5,221.2	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	

Total scope 1, 2 and 3 carbon footprint for 2023, tCO₂e

Market-based



Baseline Carbon Footprint



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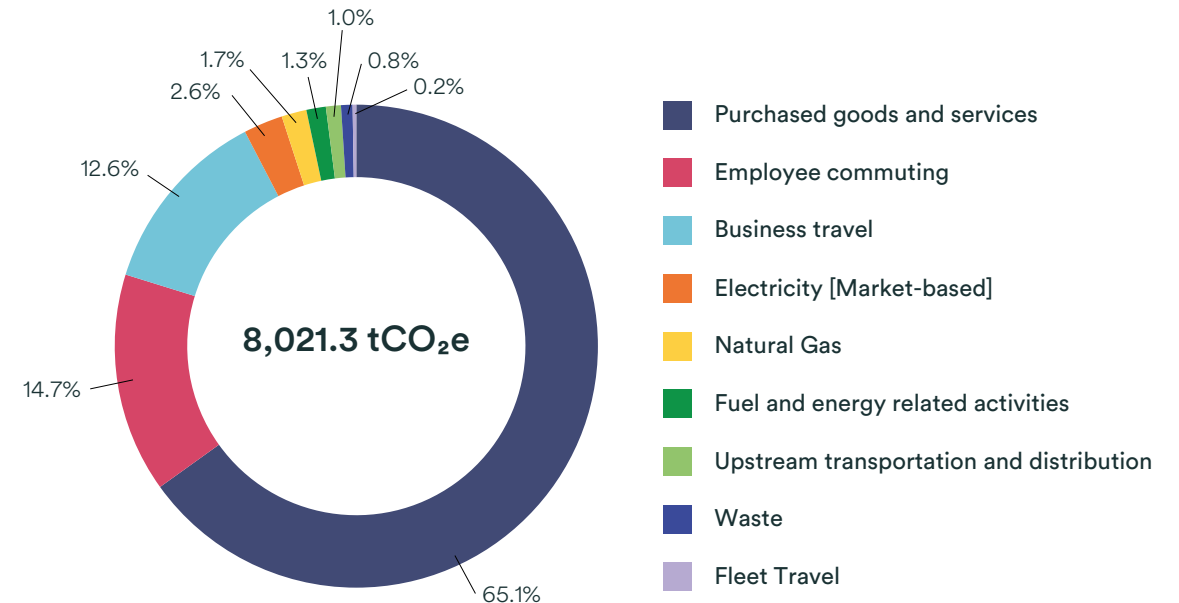


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Scope	Category	tCO ₂ e	Proportion of total market-based footprint
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Scope 3	Cat 1. Purchased goods and services	5,221.2	65%
	Cat 3. Fuel and energy related activities	104.4	1%
	Cat 4. Upstream transportation 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, tCO₂e

Market-based



Estimated Potential Increase in Net Zero Baseline



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Baseline considerations

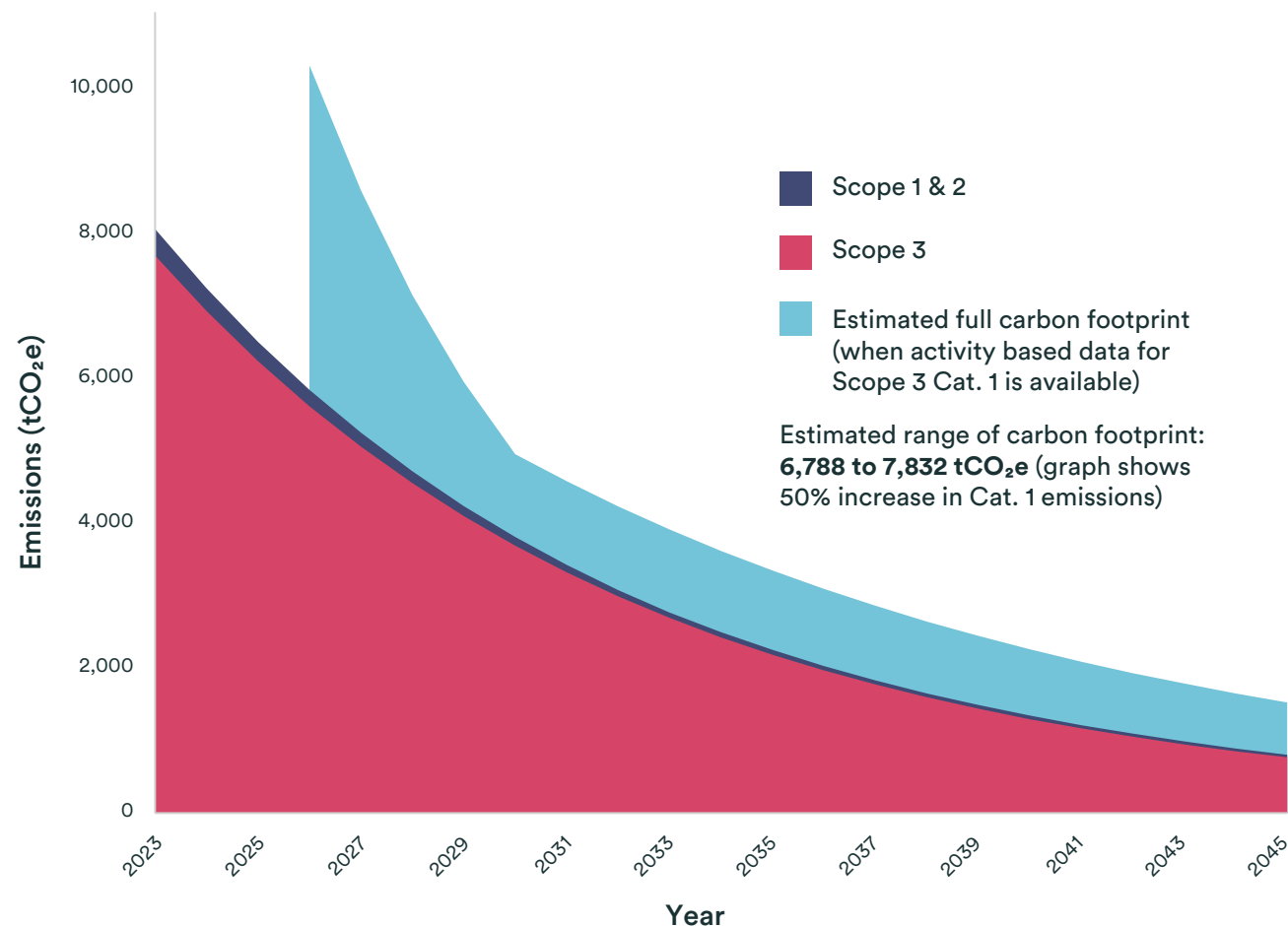
In accordance with the GHG protocol, Planet Mark uses three main methods to calculate the emissions associated with purchased goods and services, listed below in order:

- 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 serves as a visualisation of 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.





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Section 3

Solutions for Decarbonisation

Solutions for Decarbonisation Overview



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	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			

Energy use in owned and leased buildings
(3% of total carbon footprint, Market-based)



Key reduction opportunities

Measurement and auditing

- Improve data quality
- High: > £21K

Training and communications

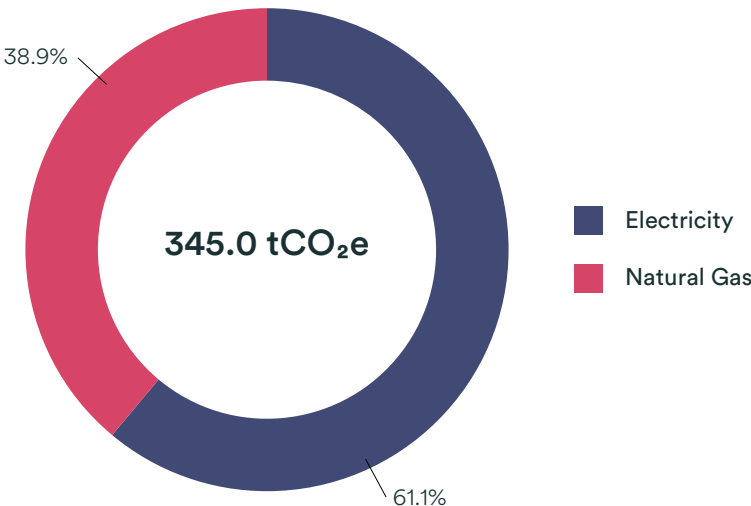
- Support and training for best practice
- Drive collaborative engagement with head office

Infrastructure decarbonisation

- Infrastructure decarbonisation
- Move to more sustainable sites
- Ensure energy efficiency of any electronic equipment.

Total scope 1, 2 and 3 carbon footprint for 2023, tCO₂e

Buildings Emissions, Market-based



Scope	Emissions Source	tCO ₂ e	% of total emissions
Scope 1	Natural gas	134.3	38.9%
Scope 2	Market-based (Electricity)	210.7	61.1%

Fleet
(0.2% of total carbon footprint)



Key reduction opportunities

Measurement and auditing

- Improve data quality

Training and communications

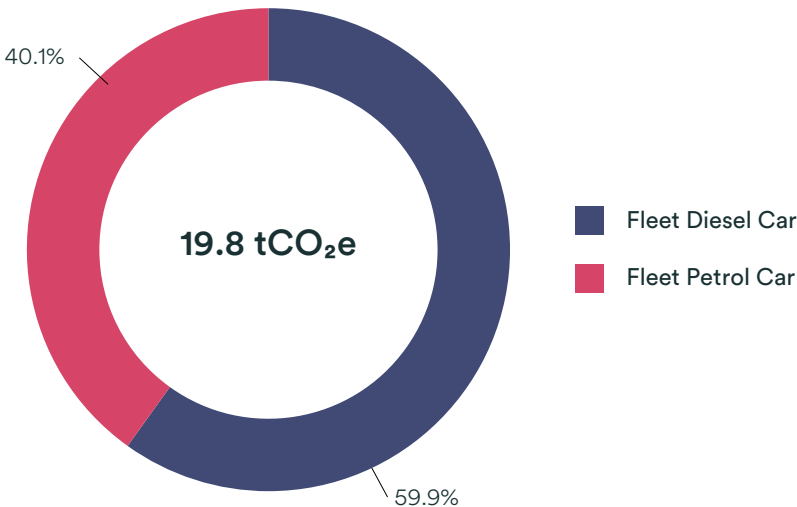
- Support and training for best practice

Infrastructure decarbonisation

- Decarbonise fleet portfolio
- EV charging infrastructure
- Fleet maintenance

Total scope 1, 2 and 3 carbon footprint for 2023, tCO₂e

Fleet related emissions



Scope	Emissions Source	tCO ₂ e	% of total emissions
Scope 1	Fleet Diesel Fuel	11.9	59.9%
	Fleet Petrol Fuel	7.9	40.1%

Scope 3 - by Emission Source

Cat. 1 Purchased Goods and Services*
(65% of total carbon footprint)



Key reduction opportunities

Measurement and auditing

- Improve data quality
- Supplier Net Zero targets
- Set clear SMART reduction targets for all procurement activities

Training and communications

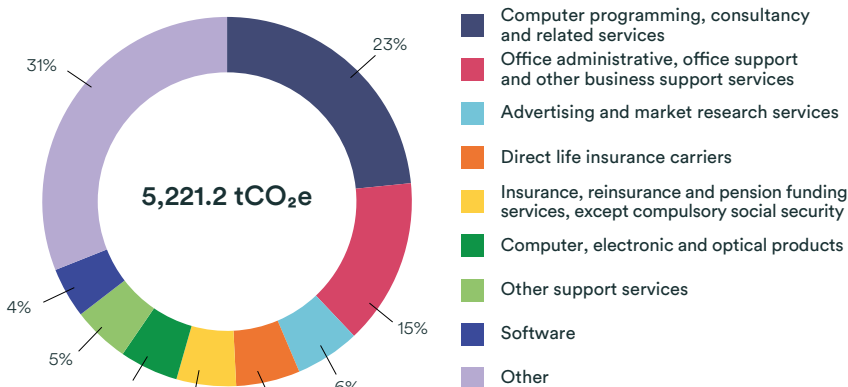
- Supplier engagement and education
- Internal Net Zero training
- Leveraging internal networks

Initiatives and policies

- Low carbon sourcing and supplier criteria
- Net Zero action plans with key hotspot suppliers
- Mobile phones / IT hardware procurement

Carbon footprint by emission source for 2023, tCO₂e

Purchased goods and services emissions by description



Emissions Source	tCO ₂ e	% of Cat. 1 emissions
Computer programming, consultancy and related services	1,222.1	23.4%
Office administrative, office support and other business support services	759.2	14.5%
Advertising and market research services	295.7	5.7%
Direct life insurance carriers	292.4	5.6%
Insurance, reinsurance and pension funding services, except compulsory social security	272.2	5.2%
Computer, electronic and optical products	268.0	5.1%
Other support services	260.8	5.0%
Software	230.7	4.4%
Other	1,620.1	31.0%

Cat. 3 Fuel & energy related activities
(1% of total carbon footprint)



Key reduction opportunities

Training and communications

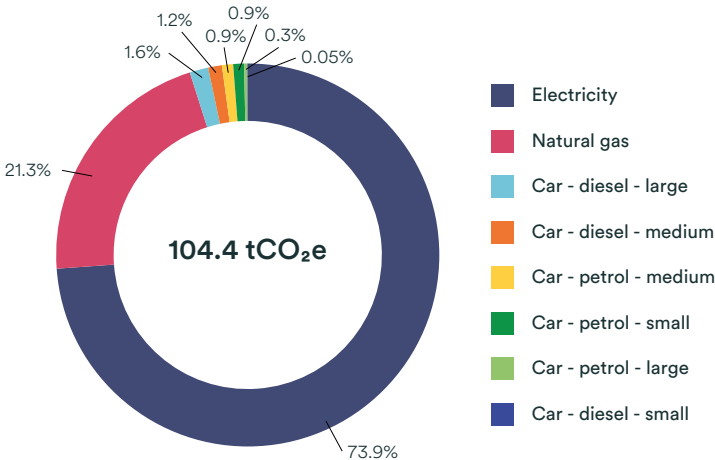
- Raise awareness about utilities consumption

Initiatives and Policies

- Ensure water / energy efficiency criteria in Procurement Policy
- Reducing water demand in washrooms

Carbon footprint by emission source for 2023, tCO₂e

Fuel and energy related emissions



Emissions Source	tCO ₂ e	% of Cat. 3 emissions
Electricity*	77.1	73.9%
Natural gas	22.2	21.3%
Car - diesel – large**	1.6	1.6%
Car - diesel – medium**	1.2	1.2%
Car - petrol – medium**	1.0	0.9%
Car - petrol – small**	1.0	0.9%
Car - petrol – large**	0.3	0.3%
Car - diesel – small**	0.05	0.05%

*The upstream proportion of the electricity represented the 'well-to-tank' (WTT), transportation and distribution (T&D) of the electricity, and the WTT of the T&D.

**Fleet and Diesel Fuel are included here as they represent the upstream WTT proportion of the fuel emissions.

Cat. 4 Upstream transport & distribution
(1% of total carbon footprint)



Key reduction opportunities

Measurement and auditing

- Improve data quality
- SMART carbon reduction targets for all transport modes

Training and communications

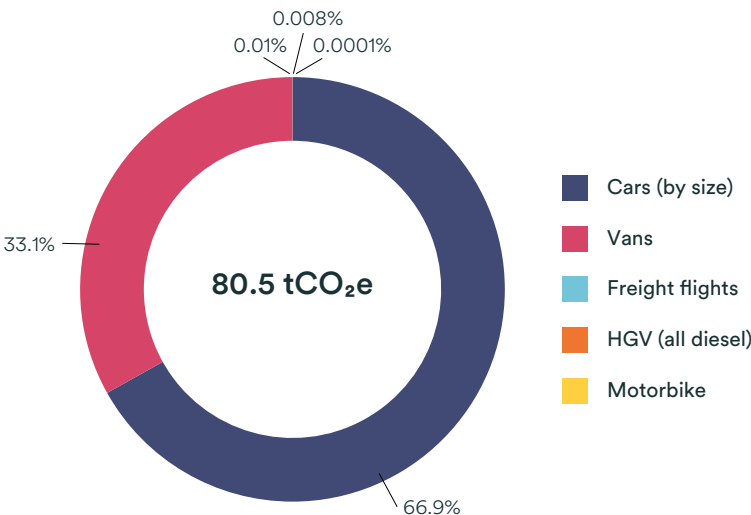
- Support service providers to optimise deliveries
- Engage with other tenants

Initiatives and policies

- Incorporate carbon efficient delivery into Procurement Policy

Carbon footprint by emission source for 2023, tCO₂e

Upstream transport and distribution emissions



Emissions Source	tCO ₂ e	% of Cat. 4 emissions
Cars (by size)	53.9	66.9%
Vans	26.6	33.1%
Freight flights	0.01	0.01%
HGV (all diesel)	0.01	0.01%
Motorbike	0.0001	0.0001%

Cat. 5 Waste
(1% of total carbon footprint)



Key reduction opportunities

Measurement and auditing

- Improve data quality
- SMART waste reduction targets

Training and communications

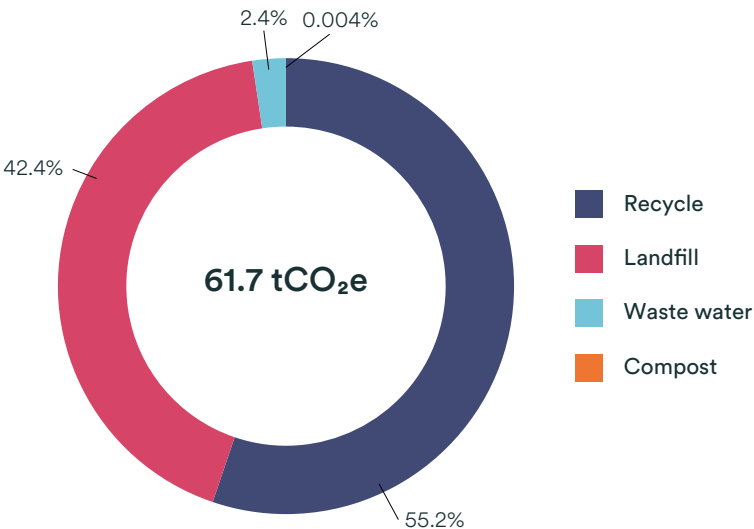
- Employee engagement and education
- Supplier waste engagement

Initiatives and policies

- Waste considerations embedded in procurement
- Printing policies
- WEE Waste considerations

Carbon footprint by emission source for 2023, tCO₂e

Waste emissions by waste type



Emissions Source	tCO ₂ e	% of Cat. 5 emissions
Recycle	34.0	55.2%
Landfill	26.2	42.4%
Waste water	1.5	2.4%
Compost	0.003	0.004%

Cat. 6 Business travel
(13% of total carbon footprint)



Key reduction opportunities

Measurement and auditing

- Annual data collection and footprint calculation
- Set ambitious SMART targets

Training and communications

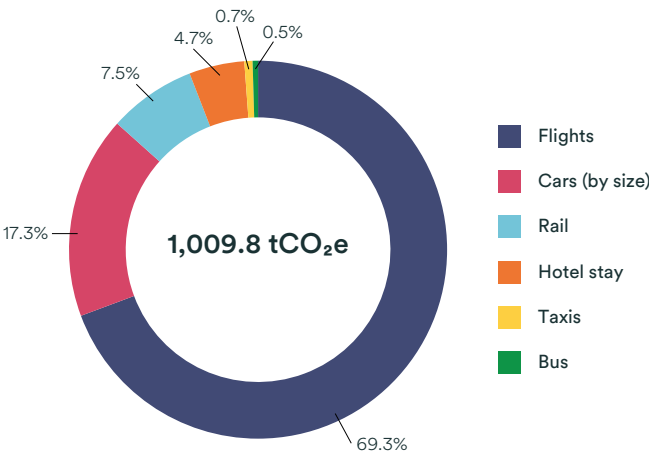
- Continued knowledge sharing and communication
- Employee recognition
- Client engagement

Initiatives and policies

- Low carbon travel partnerships and coordination
- Low carbon HR and travel policies

Carbon footprint by emission source for 2023, tCO₂e

Business travel emissions by transport mode



Emissions Source	tCO ₂ e	% of Cat. 6 emissions
Flights	699.9	69.3%
Cars (by size)	174.8	17.3%
Rail	75.5	7.5%
Hotel stay	47.8	4.7%
Taxis	7.1	0.7%
Bus	4.7	0.5%

Cat. 7 Employee
Commuting
(15% of total carbon footprint)



Key reduction opportunities

Measurement and auditing

- Improve data quality
- SMART carbon reduction target and travel plans

Training and communications

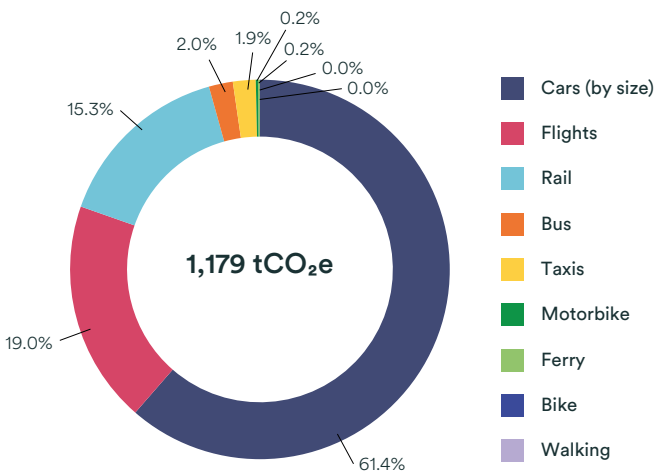
- Low carbon travel communications

Initiatives and policies

- Electric vehicle infrastructure
- Cycle to work scheme
- Support sustainable decision making
- Update Smarter Working Policy

Carbon footprint by emission source for 2023, tCO₂e

Employee commuting emissions by transport mode



Emissions Source	tCO ₂ e	% of Cat. 7 emissions
Cars (by size)	723.8	61.4%
Flights	223.7	19.0 %
Rail	180.3	15.3 %
Bus	24.1	2.0 %
Taxis	22.8	1.9
Motorbike	2.1	0.2%
Ferry	2.0	0.2%
Bike	0	0%
Walking	0	0%



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Governance



Senior leadership have stewardship obligations that include taking action to address climate change within their organisation and beyond (SECR and Net Zero as defined by the 2019 Amendment to the Climate Change Act). On an annual basis, companies must report on progress toward their target(s) and their corporate-wide GHG emissions inventory.

This Net Zero Transition Plan will govern Impellam Group's current carbon reduction strategy, be future focused to implement ongoing decarbonisation projects and policies and ensure that we are held accountable to carry out the necessary steps to achieve Net Zero.

Impellam Group is committed to full transparency of our decarbonisation efforts to avoid any reputational, legislative, and ethical risk of greenwashing. Accordingly, on an annual basis, we will review our emissions, report on progress towards our target(s), including IFRS reporting (replaced TCFD), and detail our corporate-wide GHG emissions inventory. This annual governance review will ensure that:

- Progress against decarbonisation solutions is tracked,
- Timelines are adjusted as needed,
- Actual reductions are in line with estimations,
- Target and baseline are still relevant.

Governance Structure

Impellam Group Board of Directors are supported by a group of senior management colleagues to ensure there is appropriate strategic and operational focus on climate-related matters. The senior leadership team meets with the Board regularly to provide updates on strategy implementation. It is the responsibility of the Senior Leadership Team, who reports directly to the Board, to manage climate-related issues and performance, as well as the development and implementation of Impellam Group's ESG strategy.

To support key carbon reduction initiatives and education programmes, Impellam Group has established the IMEarth global business resource group, to raise awareness of climate change by collaborating with brand-specific action groups, such as the Group's climate think tank in the UK, to implement green initiatives across the business.



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