ICG MEDICAL

Improving Patient Care

Carbon Reduction Plan

Reporting year FY2023/24

Carbon Reduction Plan

ICG Medical Limited and its subsidiaries

Latest complete reporting year: 1 April 2023 to 31 March 2024 | Prepared in accordance with PPN 006

Supplier name	ICG Medical Limited (company number 07837160), with the subsidiaries listed in Section 6
Registered office	Suite 2, Capability House, Wrest Park, Silsoe, Bedford, England, MK45 4HR
Parent company	ICG Global Limited (company number 10719342)
Reporting year	1 April 2023 to 31 March 2024 (FY2023/24), the latest complete inventory
Baseline year	FY2023/24
Total emissions FY2023/24	4,085.06 tCO_2e
Net Zero commitment	Net Zero across Scopes 1, 2, and 3 by 2050
Inventory boundary	UK operations
FY2024/25 inventory	In preparation, due 1 December 2026 (Section 3.4)
Publication date	9 November 2026
Document owner	Global Human Resources Director
Version	1.1

1. Introduction

ICG Medical Limited ("the Company") is a global healthcare recruitment group headquartered in the United Kingdom. Through its specialist healthcare brands, the Company connects healthcare professionals with organisations across the NHS, independent healthcare, and international healthcare markets.

This Carbon Reduction Plan has been prepared in accordance with Procurement Policy Note 006 (PPN 006)[1] and its technical standard for the completion of Carbon Reduction Plans.[2] PPN 006 applies to procurements under the Procurement Act 2023[3] for contracts with a value above £5 million (including VAT) a year.

The plan covers ICG Medical Limited and the subsidiaries listed in Section 6. It sets out the Company's emissions inventory, its reduction targets, and the initiatives in place or planned to reduce its carbon footprint. Its objectives are to:

- reduce greenhouse gas emissions across the Company's offices, supply chain, and travel;
- improve energy efficiency and increase the use of renewable energy;
- build a culture of sustainability among employees, healthcare professionals, partners, and clients; and
- monitor, report, and improve environmental performance transparently.

2. Commitment to achieving Net Zero

ICG Medical Limited is committed to achieving Net Zero greenhouse gas emissions across Scopes 1, 2, and 3 by 2050. This is consistent with the UK Government's legally binding target under the Climate Change Act 2008 (2050 Target Amendment) Order 2019[4] and with the Paris Agreement goal of limiting global warming to 1.5°C.[5] As a business working in healthcare, a sector with a significant environmental footprint, the Company recognises its particular responsibility to act.

The commitment rests on five principles:

- **Measurement and transparency.** Measure and report emissions across Scopes 1 and 2 and material Scope 3 categories, in accordance with the GHG Protocol Corporate Standard.[6]
- **Science aligned targets.** Set reduction targets in line with the criteria of the Science Based Targets initiative (SBTi) Corporate Net Zero Standard.[7] The targets are set by the Company and have not been validated by the SBTi.
- **Reduction before removal.** Reduce emissions first, and use high integrity carbon removal only for residual emissions once all feasible reductions have been made.
- **Supply chain engagement.** Build carbon considerations into procurement decisions and engage key suppliers on their own reduction commitments.
- **Governance.** Maintain Board oversight of this plan, with the UK Chief Executive Officer holding executive accountability for its delivery.

3. Methodology

3.1 Standards and reporting boundary

Emissions are calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard[6] and, for Scope 3, the Corporate Value Chain (Scope 3) Standard.[8] The Company applies the operational control approach, so every operation over which it has operational control is included, whatever its legal ownership at the time.

Emissions are reported in tonnes of carbon dioxide equivalent (tCO_2e), covering the seven Kyoto Protocol greenhouse gases, and are calculated using the UK Government greenhouse gas conversion factors for company reporting[9] for the relevant reporting year.

FY2023/24 inventory boundary: UK operations of ICG Medical Limited and the subsidiaries listed in Section 6. Overseas subsidiaries are not included.

- **Scope 1:** direct emissions from sources the Company owns or controls. The Company uses no gas and operates no company vehicles, so Scope 1 emissions are nil.
- **Scope 2:** indirect emissions from purchased electricity, heat, steam, and cooling, reported using the location based method.
- **Scope 3:** other indirect emissions in the value chain. The Company reports the five categories PPN 006 requires (Categories 4, 5, 6, 7, and 9), together with water supply and treatment.

3.2 Data sources and limitations

The Company operates from fully serviced offices where rent includes utilities. It does not receive separate utility invoices, and metered consumption for its exclusive use is not available. Electricity, water, and general waste are therefore estimated using industry averages and carry inherent uncertainty.

Data quality has improved since the first reporting year. The Company has streamlined data collection across the parent company and its subsidiaries, introduced new data collection policies, and is engaging landlords and serviced office providers to obtain primary consumption data. The source data for FY2023/24 is set out in Appendix A.

3.3 Baseline recalculation policy

The baseline will be recalculated where structural changes (acquisitions, disposals, or mergers), changes in calculation methodology, or the discovery of significant errors change baseline emissions by 5% or more, consistent with the GHG Protocol Corporate Standard.[6] Subsidiaries that joined the group after FY2023/24 will be brought into the inventory from FY2024/25, and the Company will assess their effect on the baseline at that point, and will explain any recalculation in the next published plan.

Suite 2 Capability House Wrest Park, Silsoe, Bedford, England, MK45 4HR
Registered in England and Wales | Company registration number: 07837160 | ICG Medical Limited | VAT Registration No: 178715861

3.4 Reporting status

FY2023/24 is the latest reporting year for which the Company holds a complete, verified emissions inventory. The FY2024/25 inventory is being compiled. It is due to be completed by 1 December 2026, and this plan will be updated and republished once it is complete.

4. Baseline emissions footprint

The baseline is the reference point against which the Company measures its emissions reductions.

Baseline year: FY2023/24 (1 April 2023 to 31 March 2024)

FY2023/24 is the first year in which the Company measured every emission source PPN 006 requires. Its first reporting year, FY2022/23, measured only electricity and business travel (Section 5.3). Using FY2023/24 means the baseline and future reporting years are measured on the same basis, so changes reflect real performance. The targets published in the Company's previous plan were already set against FY2023/24 emissions values.

4.1 Baseline emissions (FY2023/24)

Emission source	Emissions (tCO_2e)
Scope 1: Direct emissions from owned or controlled sources (gas and company vehicles)	**0.00**
Scope 2: Purchased electricity, heat, steam, and cooling (location based)	**49.19**
Scope 3: Indirect value chain emissions	
Category 1: Purchased goods and services (excluding water)	Not reported[3]
Categories 1 and 5: Water supply and wastewater treatment[1]	1.77
Category 2: Capital goods	Not reported[3]
Category 3: Fuel and energy related activities	Not reported[3]
Category 4: Upstream transportation and distribution	0.00
Category 5: Waste generated in operations (general waste)	0.10
Category 6: Business travel (land)	0.43
Categories 6 and 7: Hotel stays and working from home[2]	15.03
Category 7: Employee commuting (office staff)	24.25
Category 7: Healthcare professional commuting	3,994.31
Category 8: Upstream leased assets	Not reported[3]
Category 9: Downstream transportation and distribution	0.00
Total Scope 3	**4,035.87**
Total emissions	**4,085.06**

[1] Reported under Category 3 in the previous plan. Water supply belongs to Category 1 and wastewater treatment to Category 5. The source data does not separate the two, so they are reported together; they will be reported separately from FY2024/25.

[2] The source data combines hotel stays (Category 6) and working from home (Category 7); they will be reported separately from FY2024/25.

[3] Outside the subset of Scope 3 categories required by PPN 006 and not measured.

Totals are calculated from unrounded source data (Appendix A), so the figures shown may not sum exactly.

Suite 2 Capability House Wrest Park, Silsoe, Bedford, England, MK45 4HR
Registered in England and Wales | Company registration number: 07837160 | ICG Medical Limited | VAT Registration No: 178715861

5. Current emissions reporting

Reporting period: 1 April 2023 to 31 March 2024

FY2023/24 is both the baseline year and the latest complete reporting year (Section 3.4), so the current emissions are those shown in Section 4.1.

5.1 Emissions by source

Healthcare professional commuting accounts for 3,994.31 tCO_2e, or 97.8% of total emissions. Scope 3 as a whole accounts for 98.8%. All other sources together total 90.75 tCO_2e.

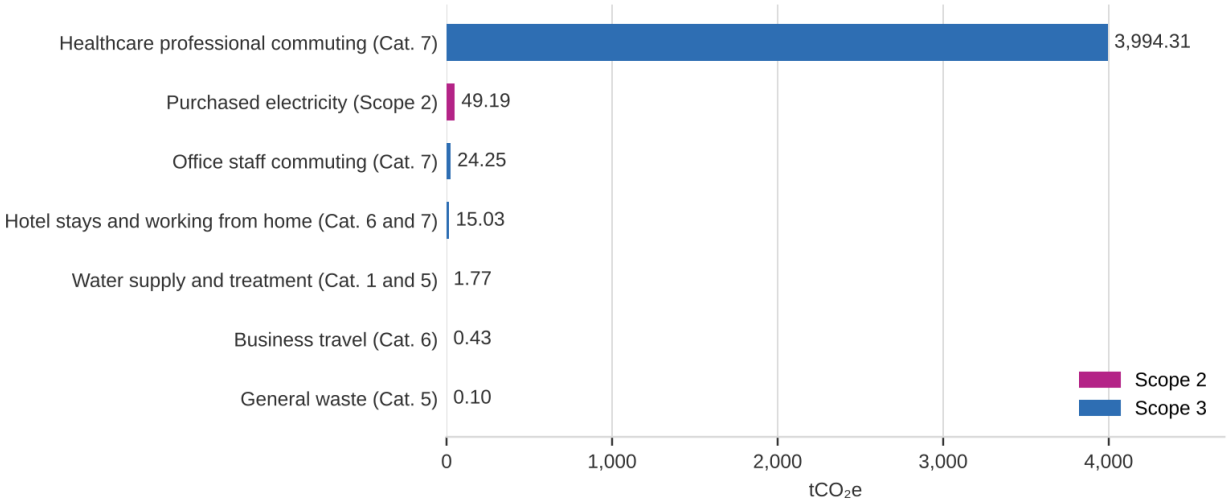


Figure 1: FY2023/24 emissions by source (tCO_2e). Sources with nil emissions are not shown.

5.2 Commentary

Reported emissions rose between FY2022/23 and FY2023/24 because the Company streamlined data collection across the parent company and its subsidiaries, which identified and reported emission sources not captured in the first year. The rise does not represent like for like growth in activity.

The Company now reports healthcare professional commuting separately from office staff commuting, so that it can better understand, train, and support these colleagues. Reducing these emissions is a priority. The Company also recognises the constraints on it: remote work locations, limited public transport, and external factors such as weather all affect how healthcare professionals travel to their assignments.

5.3 Comparison with FY2022/23 (first reporting year)

Emission source	FY2022/23	FY2023/24	Change (tCO_2e)	Change (%)
Scope 1	0.00	0.00	0.00	n/c
Scope 2 (location based)	12.26	49.19	+36.93	+301.2%
Scope 3, Category 6: Business travel	0.43	0.43	0.00	0.0%
Scope 3, all other categories	0.00	4,035.44	+4,035.44	n/c
Total emissions	**12.69**	**4,085.06**	**+4,072.37**	**n/c**

n/c: not comparable. A percentage change is shown only where the source was measured on the same basis in both years. FY2022/23 data collection was limited, so nil values in that year may reflect data gaps rather than nil activity.

Suite 2 Capability House Wrest Park, Silsoe, Bedford, England, MK45 4HR
Registered in England and Wales | Company registration number: 07837160 | ICG Medical Limited | VAT Registration No: 178715861

6. Entities covered

ICG Medical Limited is a subsidiary of ICG Global Limited (company number 10719342). This plan covers the companies within the FY2023/24 emissions inventory, listed below. The parent company is listed first; subsidiaries follow in alphabetical order.

No	Company name	Company no.	Trading brand
1	ICG Medical Limited (parent)	07837160	ICG Medical
2	Clinical 24 Staffing Ltd	09083143	Clinical24
3	Cromwell Medical Staffing Limited	04667589	Cromwell Medical Staffing
4	Greenstaff Medical Limited	04814116	Greenstaff Medical

All companies listed are registered in England & Wales. The FY2023/24 inventory covers UK operations only; no overseas subsidiaries included.

Subsidiaries that joined the group after 31 March 2024 fall outside the FY2023/24 inventory. They will be included from the FY2024/25 inventory, and the baseline will be recalculated under Section 3.3 where required.

7. Emissions reduction targets

7.1 Target framework

The Company's targets are set in line with the criteria of the SBTi Corporate Net Zero Standard.[7] These criteria include:

- near term reductions in Scope 1 and 2 emissions consistent with limiting warming to 1.5°C;
- a near term Scope 3 target where Scope 3 accounts for 40% or more of total emissions (98.8% for the Company in FY2023/24); and
- a long term reduction of at least 90% across Scopes 1, 2, and 3 by 2050, with residual emissions neutralised through permanent carbon removal.

The targets have not been submitted to, or validated by, the SBTi.

7.2 Headline targets

Target	Scope	FY2023/24 (tCO_2e)	Target year	Reduction	Target (tCO_2e)
Near term	Scopes 1 and 2	49.19	2030	50% absolute	24.60
Near term	Scope 3	4,035.87	2030	30% absolute	2,825.11
Long term: Net Zero	Scopes 1, 2, and 3	4,085.06	2050	90% absolute	408.51
Residual emissions	Scopes 1, 2, and 3	n/a	2050	Neutralised through permanent carbon removal	n/a

7.3 Source level targets

The headline targets are supported by targets for each main emission source, all measured against FY2023/24.

Suite 2 Capability House Wrest Park, Silsoe, Bedford, England, MK45 4HR
Registered in England and Wales | Company registration number: 07837160 | ICG Medical Limited | VAT Registration No: 178715861

Emission source	FY2023/24 (tCO_2e)	Target by 2030	Supports
Healthcare professional commuting	3,994.31	30% reduction	Scope 3 target
Purchased electricity	49.19	50% reduction	Scope 2 target
Office staff commuting	24.25	50% reduction	Scope 3 target
Hotel stays and working from home	15.03	20% reduction	Scope 3 target
Water supply and treatment	1.77	30% reduction	Scope 3 target
General waste	0.10	Zero waste to landfill	Scope 3 target

7.4 Required reduction rate and pathway

The table shows the average annual reduction each headline target requires, compounded from FY2023/24.

Target	Period	Required annual reduction
Scopes 1 and 2: 50% by 2030	2024 to 2030	10.9% a year
Scope 3: 30% by 2030	2024 to 2030	5.8% a year
All scopes: 90% by 2050	2024 to 2050	8.5% a year
All scopes: from the 2030 position to 90% by 2050	2030 to 2050	9.3% a year

The targets reconcile with Net Zero by 2050. Because the 2030 Scope 3 target is a 30% reduction, reaching 90% by 2050 then requires a faster rate of about 9.3% a year from 2030. Figure 2 shows the pathway.

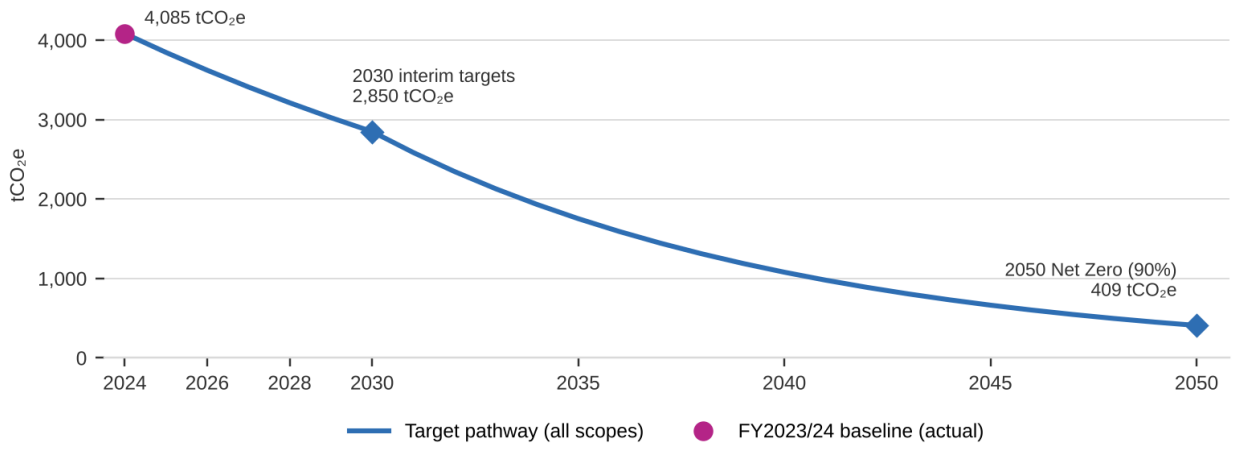


Figure 2: Target pathway for total emissions (tCO_2e), FY2023/24 to 2050.

7.5 Progress against targets

FY2023/24 is the baseline year, so progress will first be reported against these targets using the FY2024/25 inventory. The Company reviews its targets every year and will revise them if material changes in its operations, scientific guidance, or regulatory requirements make this necessary. Any revision will be explained in the next published plan.

Suite 2 Capability House Wrest Park, Silsoe, Bedford, England, MK45 4HR
Registered in England and Wales | Company registration number: 07837160 | ICG Medical Limited | VAT Registration No: 178715861

8. Carbon reduction initiatives

8.1 Completed

- **Data collection.** Streamlined emissions data collection across ICG Medical Limited and its subsidiaries, and introduced new data collection policies. This identified and quantified emission sources not captured in the first reporting year.
- **Healthcare professional commuting.** Separated healthcare professional commuting from office staff commuting, so that support and training can be directed at the largest emission source.

8.2 Planned initiatives

Initiatives are grouped by scope and listed in order of the emissions they address. Target dates fall within the short term (by 2027) or the medium term (2028 to 2030).

Suite 2 Capability House Wrest Park, Silsoe, Bedford, England, MK45 4HR
Registered in England and Wales | Company registration number: 07837160 | ICG Medical Limited | VAT Registration No: 178715861

Initiative	Actions	Owner	Target date
Scope 3			
Healthcare professional commuting	Promote low and zero emission vehicles through incentives where applicable; launch a carpooling platform; partner with public transport providers; optimise shift patterns to reduce peak hour travel; and provide training on sustainable commuting.	UK Chief Executive Officer	2030
Office staff commuting	Operate a hybrid model of three office days and two remote days; launch a Green Commute initiative with a cycle to work scheme, season ticket loans, and incentives for public transport, cycling, and walking; and run an annual commuting survey to refine estimates.	Global Human Resources Director	2028 to 2030
Homeworking and hotel stays	Provide energy efficient home office equipment and guidance on reducing energy use at home, and use hotels with recognised environmental credentials.	Global Human Resources Director	2028 to 2030
Business travel policy	Introduce a sustainable travel policy: virtual meetings first, rail in preference to air for journeys under four hours, and offsetting for unavoidable flights. Set and monitor air travel KPIs.	Global Human Resources Director	2028 to 2030
Virtual first operations	Conduct initial candidate assessments, client briefings, and progress meetings virtually to reduce travel across domestic and international operations.	Global IT Director	Ongoing
Water	Promote water efficiency with building management teams, fit water efficient fixtures where the Company controls the fit out, obtain consumption data, and carry out regular water audits.	Global Facilities Operations Manager	2028 to 2030
Waste and circular economy	Achieve zero waste to landfill through segregation and recycling with serviced office providers; replace single use plastics; and donate or recycle old furniture and equipment.	Global Facilities Operations Manager	2028 to 2030
Supply chain engagement	Engage the top 10 suppliers by spend on their carbon reporting and reduction commitments. Include carbon disclosure requirements in new contracts above £50,000.	UK Chief Executive Officer	2028 to 2030
Scope 2			
Renewable electricity	Confirm or procure 100% renewable electricity tariffs, backed by REGO certificates, for all offices where possible, prioritising offices with direct energy contracts.	Global Facilities Operations Manager	2028 to 2030
Energy efficiency	Upgrade to LED lighting and energy efficient equipment, install smart meters where possible, and run energy saving awareness sessions for employees.	Global Facilities Operations Manager	2028 to 2030
Electricity consumption data	Obtain sub metered consumption data or landlord energy certificates to replace industry average estimates with primary data.	Global Facilities Operations Manager	2028 to 2030
Scope 1			
Low and zero emission vehicles	Introduce a vehicle policy requiring electric or plug in hybrid vehicles for any company funded or expensed vehicle use.	Global Facilities Operations Manager	2027

Suite 2 Capability House Wrest Park, Silsoe, Bedford, England, MK45 4HR
Registered in England and Wales | Company registration number: 07837160 | ICG Medical Limited | VAT Registration No: 178715861

Initiative	Actions	Owner	Target date
No on site fossil fuel combustion	Confirm with landlords and serviced office providers that no on site gas or fossil fuel combustion is attributable to Company operations, and record the evidence.	Global Facilities Operations Manager	2027
Governance and engagement			
Sustainability task force	Establish a cross functional team to oversee delivery across the parent company and subsidiaries, share good practice, and run employee engagement and recognition programmes.	UK Chief Executive Officer	2027

8.3 Long term pathway (2031 to 2050)

Beyond 2030, the Company will develop the following measures through its annual plan review:

- **Supply chain decarbonisation.** Extend carbon disclosure and reduction expectations to more suppliers, and include carbon performance in supplier selection and evaluation.
- **Net Zero offices.** When moving from serviced to leased space, select premises with the highest available EPC ratings, all electric specifications, and on site renewable generation.
- **Carbon removal for residual emissions.** Once absolute reductions of at least 90% are achieved, neutralise residual emissions through high integrity, permanent carbon removal, in accordance with the SBTi Corporate Net Zero Standard.[7]
- **Annual review and public reporting.** Publish an updated plan every year, tracking performance against targets and disclosing progress on the Company's website.

9. Declaration and sign off

This Carbon Reduction Plan has been completed in accordance with PPN 006 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard, and use the appropriate government emission conversion factors for greenhouse gas company reporting.

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements (where required), and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

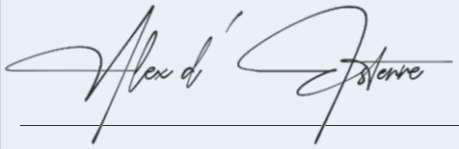
ICG Medical Limited further confirms that:

(a) this plan will be reviewed, updated, and republished every year;

(b) the current version of this plan will be published on the Company's website; and

(c) the reduction targets and initiatives in this plan are genuine commitments, supported by appropriate governance, resources, and accountability.

Suite 2 Capability House Wrest Park, Silsoe, Bedford, England, MK45 4HR
Registered in England and Wales | Company registration number: 07837160 | ICG Medical Limited | VAT Registration No: 178715861

Signed on behalf of the Supplier	
I confirm that the information in this plan is accurate and that ICG Medical Limited is committed to achieving the targets and implementing the initiatives set out in it.	
Signature	
Name	Alex d'Esterre
Job title	Global Human Resources Director
Date	09.11.26

Appendix A: FY2023/24 source data

Source data for 1 April 2023 to 31 March 2024, as recorded in kilograms of CO_2e, with the GHG Protocol scope and category used in this plan.

Source	Scope and category	$kgCO_2e$	tCO_2e
Gas	Scope 1	0.00	0.000
Electricity	Scope 2	49,190.40	49.190
Water	Scope 3, Categories 1 and 5	1,766.10	1.766
General waste	Scope 3, Category 5	97.16	0.097
Business travel (land)	Scope 3, Category 6	425.56	0.426
Office commute	Scope 3, Category 7	24,247.90	24.248
Healthcare personnel commute	Scope 3, Category 7	3,994,306.63	3,994.307
Delivery vehicles and vans	Scope 3, Categories 4 and 9	0.00	0.000
Hotel and homeworking	Scope 3, Categories 6 and 7	15,027.12	15.027
Total		**4,085,060.87**	**4,085.061**

Document control

Version	Date	Change	Owner or signatory
1.0	29 January 2025	First published plan (FY2023/24 reporting year)	Bethany Last, Director
1.1	9 November 2026	Rebuilt to PPN 006, superseding the unpublished June 2026 draft. FY2023/24 confirmed as the latest complete year and adopted as baseline. Inventory boundary stated as UK operations.	Global HR Director

Suite 2 Capability House Wrest Park, Silsoe, Bedford, England, MK45 4HR
Registered in England and Wales | Company registration number: 07837160 | ICG Medical Limited | VAT Registration No: 178715861