

Care Unbound Ltd

Carbon Reduction Plan

For financial year ended 31 March 2025

Publication date: 1 July 2025

Commitment to achieving Net Zero

Care Unbound Ltd is committed to achieving Net Zero emissions by 2040 for the emissions we control directly (direct emissions) and 2045 for the emissions we can influence (indirect emissions), in line with the NHS Long Term Plan commitments.

Baseline Emissions Footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured.

Baseline Year: 19/20	
Additional details relating to the Baseline Emissions calculations.	
<p><i>Scope 1 gas usage was sourced from landlord allocation of gas usage to our main office building. For the Benfield sites, we estimated usage from bills during that period.</i></p> <p><i>Scope 2 electricity usage was sourced from a combination of direct meter readings and bills, and landlord allocations of electricity to communal areas. Where we have unreliable readings, we have used a similar floor's usage as a proxy. For Benfield sites, we estimated usage from bills during that period.</i></p> <p><i>Scope 3 "Upstream" was sourced from a download of purchases by supplier from our accounting system, with allocations to different service and product categories. We excluded from this the SMSKP pass-through payments, and any suppliers where their data is used in another part of the calculation. Analysis between food and drink categories was hindered by a lack detail in some cases, but best assumptions were made.</i></p> <p><i>Scope 3 "waste" was sourced from manual counts at the time and extrapolation of refuse bag volumes, and detailed recycling analysis from Recorra, our recycling supplier. Our confidential shredding and recycling supplier Shred-On-Site also provided certified weight data. We do not have this information available for the Benfield sites.</i></p> <p><i>Scope 3 "water" was sourced via our landlord via an allocation from a central bill. We assumed that 95% of water used was disposed of via the water system. For the Benfield sites, we estimated usage from the bills that we have during that period.</i></p> <p><i>Scope 3 "business travel": given the time constraints of the manual extraction of this data, this was pro-rated from the analysis of our 22/23 expense claims, using the total expense claim and proportion that represents business travel as a basis for the calculation.</i></p> <p><i>Scope 3 "employee commuting": as we had not produced an employee commuting survey prior to 22/23, we prorated the pattern of results from the 22/23 survey and extrapolated this to the statutory employee numbers for 19/20.</i></p> <p><i>Scope 3 "downstream" is zero as we do not produce any physical products. Our outputs are mainly services, and for Practice Unbound they are online or software products with no physical delivery. Due to the nature of some of our clinic locations, we are not always able to measure energy and water use, for example in offsite clinics and hospitals.</i></p>	
Baseline year emissions:	
EMISSIONS	TOTAL (tCO₂e)
Scope 1: Gas, based on usage of 174,435 Kwh)	31.40
Scope 2: Electricity purchased, based on usage of 136,728 Kwh)	26.44
Scope 3: Upstream Transportation and Distribution	1,859.64
Waste generated	5.34
Water used	1.90
Business Travel	36.97
Employee commuting	38.79
Downstream Transportation and Distribution	0
Total emissions	2,000.48

Current Emissions Reporting

Current Year: 24/25			
<p>Additional details relating to the current year Emissions calculations.</p> <p><i>Scope 1 gas usage is for common areas of our main office building only and was sourced from landlord allocation of gas usage to our office building. The readings provided are incomplete, thus we have extrapolated usage from part of the year.</i></p> <p><i>Scope 2 electricity usage was sourced from a combination of direct meter readings and bills, and landlord allocations of electricity to communal areas. Where we have unreliable readings, we have used a similar floor's usage as a proxy. Where the energy provider uses renewable energy, the carbon factor is zero.</i></p> <p><i>Scope 3 "Upstream" was sourced from a download of purchases by supplier from our accounting system, with allocations to different service and product categories. We excluded from this the SMSKP pass-through payments, and any suppliers where their data is used in another part of the calculation. Analysis between food and drink categories was hindered by a lack detail in some cases, but best assumptions were made.</i></p> <p><i>Scope 3 "waste" was sourced from manual counts and extrapolation of refuse bag volumes, and detailed recycling analysis from our recycling supplier. Our confidential shredding supplier provided certified weight data.</i></p> <p><i>Scope 3 "water" was sourced via our landlord via an allocation from a central bill, with an assumed 95% of water used being disposed of via the water system.</i></p> <p><i>Scope 3 "business travel" was sourced from our expense claim system, with car type and size being assumed as petrol and average where the information was not given in our employee commuting survey which we ran in parallel. Taxis were all assumed to be regular and not black cab.</i></p> <p><i>Scope 3 "employee commuting" was sourced from survey responses from 109 employees and extrapolated to our statutory employee number, 206. Electric cars are charged off-premises.</i></p> <p><i>Scope 3 "downstream" is zero as we do not produce any physical products. Our outputs are mainly services, and for Practice Unbound they are online or software products with no physical delivery. Due to the nature of some of our clinic locations, we are not always able to measure energy and water use, for example in clinics and hospitals.</i></p>			
	24/25	23/24	Baseline 19/20
USAGE	KwH	KwH	KwH
Scope 1: Gas	50,986	65,240	174,435
Scope 2: Electricity purchased	48,752	81,366	136,728
	99,738	146,606	311,163
EMISSIONS	tCO₂e	tCO₂e	tCO₂e
Scope 1: Gas	9.18	11.74	31.40
Scope 2: Electricity purchased	2.82	16.85	26.44
Scope 3: Upstream Transportation and Distribution	1,038.79	1,352.90	1,859.64
Waste generated	0.05	2.26	5.34
Water used	0.25	0.87	1.90
Business Travel	11.45	5.97	36.97
Employee commuting	43.06	52.97	38.79
Downstream Transportation and Distribution	0	0	0
Total emissions	1,105.60	1,443.55	2,000.48

Intensity ratios

We do not want our carbon footprint measurements to be distorted by our growth, however, we want to demonstrate that our carbon footprint is reducing in proportion to our growth, hence we will link our targets to our intensity ratios as we go forward.

We believe that by using intensity ratios we can best show our carbon reduction path even as the business changes size. As a service industry, headcount best reflects this, so our carbon emissions per average employee figure, as shown in our financial statements is:

	24/25	23/24	Baseline 19/20
Average employee numbers	206	258	210
Scope 1 and 2 emissions (tCO ₂ e)	11.99	28.59	57.84
TCO₂e per employee (scope 1 and 2 only)	0.06	0.11	0.28
Scope 1, 2 and 3 emissions (tCO ₂ e)	1,105.60	1,443.55	2,048.48
TCO₂e per employee (scope 1, 2 and 3)	5.37	5.60	9.53

We also believe that using revenue as an intensity ratio also shows our carbon reduction path, particularly as our mix of services changes over time. This is measured in kilogrammes of CO₂e rather than tonnes of CO₂e due to the lower values.

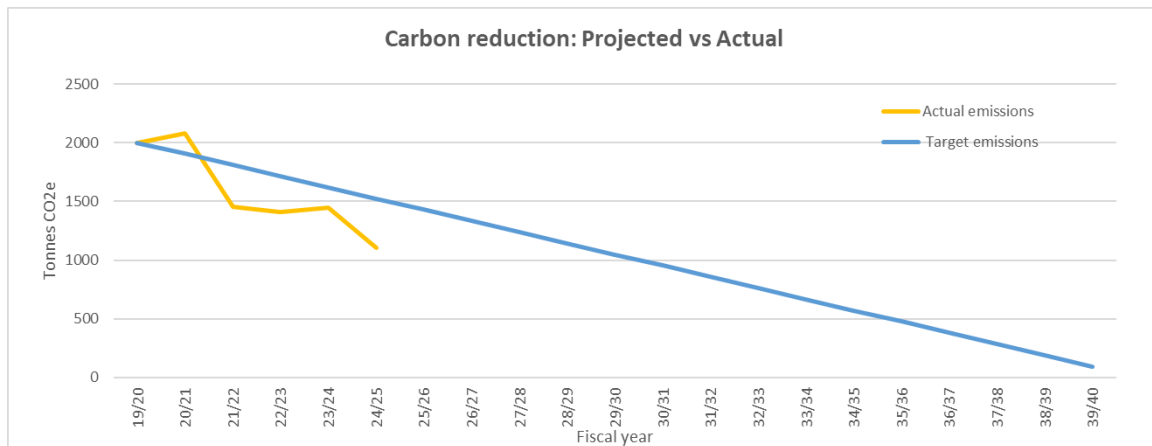
	24/25	23/24	Baseline 19/20
Turnover £m	£52.1m	£57.8m	£63.4m
Scope 1, 2 and 3 - kgCO₂e per £ net turnover	0.02	0.02	0.03

Emissions reductions targets

To continue our progress to achieving Net Zero, we have adopted the following carbon reduction targets. As this is the third year that we have formally measured our carbon footprint and produced a Carbon Reduction Plan, we continue to refine the process.

To meet our net zero carbon trajectory, we project that Scope 1, 2 and 3 carbon emissions will decrease to **1,047.87 tCO₂e by 2030**. This is a reduction of **5%, from where we are today**. Our progress to date shows that in 24/25 we are **418.58 tCO₂e favourably within the target level**, but the progress since 19/20 has not been a linear reduction. The trajectory has changed slightly since last year due to our investment in our services leading to higher purchase amounts in Scope 3, and partly due to refining our data capture methods and purchasing category granularity which has led to including more accurate data points, but also the GHG emission factors used in the calculation have changed year-on year.

Our carbon reduction achievements and plans are detailed in our Carbon Reduction Plan 24/25 which can be found on our website.



Carbon Reduction Projects

COMPLETED CARBON REDUCTION INITIATIVES

The following environmental management measures and projects have been completed or implemented since the 19/20 baseline. The carbon emission reduction achieved by these schemes equate to **894.88 tCO₂e**, a **44.7% reduction** against the 19/20 baseline and the measures will be in effect when conducting our services.

How we manage our carbon footprint

- Our Finance Director, representing the Board, continues to lead the sustainability initiative for Here working with a cross-organisational Sustainability group which meets monthly to progress our work plan.
- We continue to invest in training of both the Sustainability group and of the wider organisation through periodic communications. We have leveraged multiple courses by the ICAEW and by Clean Growth 360 to keep pace with the fast-moving regulatory requirements.
- We continue to build strategic connections with other sustainability teams in our community including other SEUK members in the health and care sector, the Sussex Integrated Care Board, our main business partner SCFT, and key community training organisations to encourage knowledge sharing and alignment of goals.

Energy usage

- In May 2025, we reduced our office space significantly, thus we should see the impact on our energy usage in our 25/26 carbon footprint calculation.
- Our gas usage is an allocation from the building manager and better meter readings meant that we saw a reduction in our Scope 1 gas carbon footprint.
- Our main electricity supplier in FY24/25 was Octopus Energy who provide 100% of their energy from renewable sources, which has a zero-carbon factor. We actively encourage smart sustainable thinking when using facilities: turning off lights, monitors, and laptops when not in use. In May 2024, we had a new meter installed which gave us more accurate meter readings for electricity for 24/25 and saw a dramatic reduction in our electricity carbon footprint. From May 2025, we will receive meter readings of our newly reduced office space from the landlord, which should reflect a further reduction in usage, however the landlord has not yet switched to using a renewable energy provider.

- Our building management partners have over the last few years embarked on a programme of sustainability for our leased buildings. This includes solar panel installation and replacing our fluorescent lighting with LED luminaires across our office in 2023/24. For 24/25, the solar panels generated 15,125 Kwh for the entire building (23/24: no data available). We are planning to integrate this into our calculation next year. We have ensured that sustainability is a permanent agenda item to be discussed at tenants' meetings.
- To reduce energy usage and unnecessary hardware usage, we have removed desk phones where our employees use Teams or mobiles for calls unless landlines are needed for patient calls.
- We switched from desktop to laptop use across the organisation, primarily to increase portability, which was needed for hybrid working and desk sharing, however, this has had the added advantage that laptops are more energy efficient than desktops. This year we implemented a rule of only funding one monitor per employee for homeworking, rather than two.
- In 2024/25, we continued to share our canteen area with another company, which reduces the energy consumption of both companies through shared space and costs. From May 2025 we will have our own smaller canteen space.

Procurement and suppliers

Our upstream procurement carbon footprint decreased this year compared to last year despite our heavy investment in our service delivery in 2024/25 which led to an increase in our purchases. This is due to better classification of the purchases to the correct carbon factor. This investment in services should result in more efficiently run services which should in turn reduce the carbon footprint from future purchases.

Although this is not reflected in the calculation, we buy local to reduce the carbon footprint of delivery of our purchases: 65% of our suppliers in 23/24 (23/24: 66%) were based in Brighton and Hove where our main office is located, and 85% were Sussex based (23/24: 85%).

Our main N365 system is cloud-based through Microsoft, as are our accounting systems.

Our pension provider NEST offers a sustainable option through its Ethical Fund, as well as encouraging sustainable practices through choosing which companies they invest in.

We have actively reduced printing and limited colour printing dramatically and have reduced our printers by one third in 25/26. Electronic literature and software are used for training, feedback, surveys and meeting presentations. We have 20 electronic notepads in use so far (23/24: 21).

The cleaning company that we use, Green Mop, uses 100% sustainable products in cleaning our offices and operates in a sustainable way to reduce their carbon footprint.

We wanted to assist with the cost-of-living impact on our staff but also to encourage employees to eat more sustainably and reduce the need to purchase packaged lunches. We doubled the provision to twice a week and provided 4,500 vegan lunches in 2023 (2023: 4,080).

Business travel

We have seen our carbon emissions from business travel increase by 92% since last year as we have seen face-to-face meetings increase especially as Here invested in wider networking to grow the business. This increased overnight stays in hotels, but we saw a bigger increase in public transport usage than mileage claims, highlighting the switch to public transport usage.

Although the use of Microsoft Teams across the organisation has reduced business travel emissions for both employees and the people who use our services. This has had a significant reduction in our business travel since March 2020, however, post pandemic, business travel has increased as conferences have emerged nationwide. Due to our new expense policy and monthly sustainability communications, we are confident that our employees are more conscientious about using sustainable methods of transport when travel is necessary.

In 2024, the Board changed their Board meeting venue to one that was more accessible by public transport, and we saved 85kg CO₂e per Board meeting on average in carbon emissions per meeting which is a 70% reduction in emissions.

Employee commuting

Our second annual employee commuting survey provided emissions reporting with 109 (23/24: 128) of our employees responding, with 71% (23/24: 48%) of the employees who responded either walking, cycling, or not commuting.

Our employee commuting survey has shown a reduction in emissions of 26.4%. We have been supporting for environmental commuting decisions in a number of ways:

- We continue to offer an electric car salary sacrifice scheme through Octopus EV and have 4 employee-owned electric cars issued so far.
- We have been running a Cycle to Work scheme for several years. We have helped 44 employees purchase cycles since inception, including 2 people in 24/25 (23/24: 1).
- We introduced during 2024 a free Brighton and Hove bus pass scheme for new employees for their first month at Here to encourage local bus travel. Details of the scheme were sent to 11 new employees in 24/25 (23/24: 18), and 7 (23/24: 9) people accepted the offer.

Patient travel

Although patient travel is not included in our carbon calculation at present, we have always been conscious of making our services as accessible as possible to patients by locating clinics in the locality or close to public transport links as part of the decision making around location. We have recently started locating clinics in places that are at the heart of communities, which has the additional benefit of reducing emissions caused by patient travel. We have done this with our MSK Community Appointment Days (CADs) and patient hubs. We calculated that 1 CAD saved emissions of 179 kg CO₂e. In 24/25 we ran 7 CADs and saw 1,590 patients.

We have also provided 40 (23/24: 38) First Contact Practitioners at 50 (23/24: 52) GP practices to providing 379 (23/24: 371) hours of onsite advice for MSK health issues each week, which reduces the need for patients to travel further for this service.

Water usage

In 2024, our four Bibo water dispensers, which dispense instant hot and chilled water for our employees, reduces water waste and encourages the use of refillable water bottles. We no longer have standalone water dispensers in our offices to reduce plastic usage. We have a practice of reporting tap and bathroom leaks immediately to enable our maintenance contractors to stop water loss. We use dishwashers to clean office crockery used by our employees which eliminates the need for any disposable crockery and cutlery and uses less water than washing up manually. We have reduced our dishwashers from 3 to 1 in 25/26.

Unfortunately, we are not seeing this reflected in our carbon footprint yet as our usage is based on an allocation from the whole building's usage, and we had to extrapolate usage from incomplete meter data that we were provided.

Waste

We disposed of 0.8 tonnes of general rubbish to incineration this year, a reduction from 4.2 tonnes last year. We also recycled 4.5 tonnes of waste this year (23/24: 4.7 tonnes). The reduction in both is due to less employees in the office due to hybrid working but also an expansion of what we recycle as our recycling now extends to vapes, batteries and crisp packets. We also composted 1.5 tonnes of compost-friendly material in our kitchen (23/24: 1.7 tonnes).

PLANNED CARBON REDUCTION INITIATIVES

In the future, we plan to implement further measures such as:

How we manage our carbon footprint

To gain context on our carbon footprint, we are benchmarking our calculation with other social enterprises in the health sector, and we are sharing best practice in carbon reduction, data capture and reporting.

Whilst we continue to look to reduce our footprint as far as possible, we continue to evolve our ways of capturing data for the calculation. We continue to share organisation wide the impact of our efforts to further increase understanding of how everyone can help embed sustainability into the way they work. An important way of doing this is to explain the 24/25 carbon footprint and what impacts it which we plan to do in the summer.

We are starting to include sustainability into our advice seeking process and decision making across Here. We include sustainability as a key decision-making pillar in the Here Charter which describes our culture and behaviours. This will be particularly important as we explore further technology solutions into working more efficiently and transforming patient care.

Office move

In May 2025, we reduced our head office space by over one third as a cost saving measure, but it will positively impact our carbon footprint. The new lease has incorporated Green Lease provisions, and we continue to collaborate with landlords of our leased head office to drive sustainability measures including only renewing leases once net zero expectations are met.

Our office move was conducted as sustainably as possible using local tradesmen, recycling and repurposing as much of the excess furniture and equipment as possible. By being in a smaller space, we are seeing a reduction in dishwashers, printers and one location for recycling.

Upstream purchases

As well as vetting the environmental values of all new suppliers and subcontractors when we onboard them, we are also looking to refine the calculation by seeking suppliers who can provide us with carbon emission impact reporting of our purchases. We are also looking to increase the number of social enterprise and B-Corps that we work with to ensure that sustainability is a key focus. Two of our suppliers, TIAA and Plus Accounting became B-Corps over the last year.

We will review our suppliers and their carbon footprints by service, so that we can work with the service leads to understand how we can reduce the carbon impact of delivery.

We are continuing to reduce the amount of paper we consume for letters by introducing new ways of communicating with patients, including introducing self-booking for patients. We are aiming to become virtually paper free in 2 years.

We are looking at innovative technology solutions in 25/26 to better capture and report the carbon impact of our purchases.

Employee commuting and business travel

We will continue to encourage choice of away day venues to be those that are serviced well by public transport. When the ban on new petrol and diesel cars comes into force in 2035, we should see a gradual impact on our carbon emissions caused by business travel and employee commuting. We will continue to offer a salary sacrifice scheme for Octopus Electric Vehicles and encourage colleagues to use the Cycle To Work scheme when needed.

Patient travel

We have scheduled many more Community Appointment Days and patient hubs in the local community for our Sussex MSK Health service, which will reduce the amount of patient travel by having clinicians in one local community hub location.

We are providing more First Contact Practitioners in the community in GP practices in the year ahead taking on 21 GP Practices and providing 131 hours of onsite advice for MSK health issues each week, further reducing patient travel.

Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard¹ for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard and uses the appropriate Government emission conversion factors for greenhouse gas company reporting².

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, 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) Standard³.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors.

Signed on behalf of Care Unbound Ltd:

Lesley Jay FCA

Finance Director

1 July 2025

¹ [Ghgprotocol.org/corporate-standard](https://ghgprotocol.org/corporate-standard)

² [Gov.uk/government/collections/government-conversion-factors-for-company-reporting](https://gov.uk/government/collections/government-conversion-factors-for-company-reporting)

³ [Ghgprotocol.org/standards/scope-3-standard](https://ghgprotocol.org/standards/scope-3-standard)