Care Unbound Ltd

Carbon Reduction Plan

For financial year ended 31 March 2026

Publication date: 9 July 2026

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.	
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. *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.* *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.* *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.* *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.* *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.* *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.* *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.*	
Baseline year emissions:	
EMISSIONS	**TOTAL (tCO_2e)**
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: 25/26
Additional details relating to the current year Emissions calculations. *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.* *Scope 2 electricity usage was sourced from landlord allocations of electricity to communal areas and usage of 5th floor.* *Scope 3 "Upstream" was sourced from Sumday, an online tool which connects to our accounting system and contains a live feed of carbon factors for all expense categories. We excluded from this any suppliers where their data is used in another part of the calculation.* *Scope 3 "waste" was sourced from manual counts and extrapolation of refuse bag volumes, and verified recycling analysis from our recycling supplier. Our confidential shredding supplier provided certified weight data (shredding data was extrapolated for final 6 months for due to incomplete records).* *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.* *Scope 3 "business travel" was sourced from our expense claim system, employees provided the type of vehicle and engine size on their claims. Taxis were all assumed to be regular and not black cab.* *Scope 3 "employee commuting" was sourced from survey responses from 53 employees. 47 answers from previous year's survey were used to provide more accurate results than extrapolation. The combined results were extrapolated to our statutory employee number, 179. Electric cars are charged off-premises.* *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.*

	25/26	**24/25**	**Baseline 19/20**
USAGE	**KwH**	**KwH**	**KwH**
Scope 1: Gas	26,325	50,986	174,435
Scope 2: Electricity purchased	17,653	48,752	136,728
	45,779	**99,738**	**311,163**
EMISSIONS	**tCO_2e**	**tCO_2e**	**tCO_2e**
Scope 1: Gas	4.74	9.18	31.40
Scope 2: Electricity purchased	3.65	2.82	26.44
Scope 3: Upstream Transportation and Distribution	601.85	1,038.79	1,859.64
Waste generated	0.06	0.05	5.34
Water used	0.12	0.25	1.90
Business Travel	10.77	11.45	36.97
Employee commuting	29.41	43.06	38.79
Downstream Transportation and Distribution	0	0	0
Total emissions	**650.59**	**1,105.60**	**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.

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:

	25/26	**24/25**	**Baseline 19/20**
Average employee numbers	179	206	210
Scope 1 and 2 emissions (tCO_2e)	8.39	11.99	57.84
TCO_2e per employee (scope 1 and 2 only)	**0.05**	**0.06**	**0.28**
Scope 1, 2 and 3 emissions (tCO_2e)	650.59	1,105.60	2,048.48
TCO_2e per employee (scope 1, 2 and 3)	**4.20**	**5.37**	**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 CO_2e rather than tonnes of CO_2e due to the lower values.

	25/26	**24/25**	**Baseline 19/20**
Turnover £m	£8.79m	£52.1m	£63.4m
Scope 1, 2 and 3 - $kgCO_2e$ per £ net turnover	**0.07**	**0.02**	**0.03**

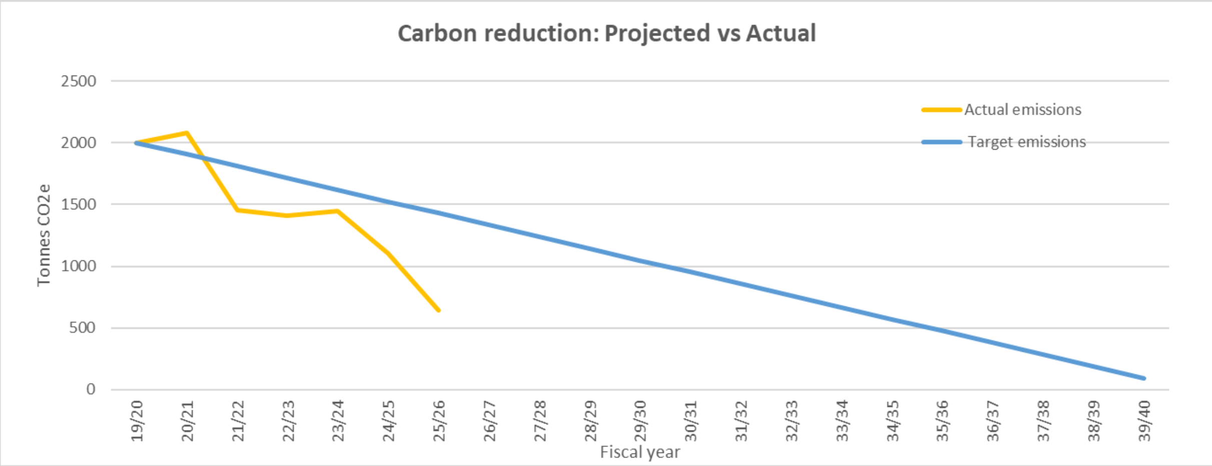
Emissions reductions targets

To continue our progress to achieving Net Zero, we have adopted the following carbon reduction targets. As this is the fourth 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 tCO_2e by 2030**. After the results from 2025/26 calculation, we are currently **397.28 tCO2e** (**62%**) below the expected value for 2030.

The progress since 19/20 has not been a linear reduction. 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 25/26 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 **1,353.83 tCO2e, a 67.7% reduction** against the 19/20 baseline and the measures will be in effect when conducting our services.

Awards

In March 2026, Here participated in the first annual **Recorra Recycling & Circularity Awards** (https://www.recorra.co.uk/recorra-awards/) winning two prizes:

- **Grand Price in Sustainable Procurement**: a recognition of embedded sustainability into our procurement practices, choice of recycled and low-impact materials and supporting ethical supply chains. Most of our purchases coming from Sussex-based businesses and from small companies, our analysis of suppliers according to their practices, and use of environmentally conscious companies for our waste processing, office refreshments and electricity provision helped us achieve this.
- **Silver Award in Carbon Reduction:** a recognition to businesses that have achieved real change in carbon reduction by increasing recycling rates and volumes, purchasing recycled and low-carbon products and being creative about building low carbon initiatives into their operations.

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, Clean Growth 360 and Accountex 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 Surrey & Sussex Integrated

Care Board, our main business partner SCFT, and key community training organisations to encourage knowledge sharing and alignment of goals.
- As part of the Sustainability Group initiatives, monthly communications have been shared with our staff, focusing on the different sections of the Carbon Calculation to inform of our performance as an organisation and to encourage adoption of more sustainable practices among our services.

Energy usage

- The intentional reduction in our office space meant that our allocated gas and electricity usage for the communal parts was reduced by 11.76%. In addition, the support of more accurate meter readings received from our landlord, resulted in a reduction of 3.6 tCO_2e for Scopes 1 and 2.
- With the move to a new smaller office space, we had to move away from our previous energy provider (Octopus Energy). Although our new provider assigned by our landlords does not provide 100% of their energy from renewable sources, we actively encourage smart sustainable thinking when using facilities: turning off lights, monitors, climate control and laptops when not in use.
- The office move gave us the opportunity to replace the kitchen appliances for new, more energy efficient ones.
- For 25/26, the solar panels generated 14,809 KwH for the entire building (24/25: 15,125 KwH). This has been included in the calculation for the year.

Procurement and suppliers

- The most significant reduction in our carbon footprint in 2025/26 was observed in the Upstream Purchases category. Following a reduction in the size of our organisation last year, the value of our purchases decreased by 38.5%.
- We also implemented a new system (Sumday) to categorise all purchases, enabling more granular analysis of each transaction and the application of established GHG Protocols, along with more accurate, location- and company-specific emission factors. This increased level of accuracy contributed to a 42% reduction in our upstream emissions compared to 2024/25. In addition, the new system is more efficient, providing live data throughout the year to track performance against targets, enabling timely action and more responsive changes to our practices.
- Although this is not reflected in the calculation, we always aim to buy local as much as possible to reduce the carbon footprint of delivery of our purchases. Despite the significant reduction in our purchase value, 56% of our suppliers in 25/26 (24/25: 65%) were based in Brighton and Hove where our main office is located, and 66% were Sussex based (24/25: 85%).
- Our main Microsoft N365 system is cloud-based, 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 been running a campaign across our services to reduce reliance on printed communications with patients, aiming instead to use electronic methods such as email and SMS wherever possible. In 2025/26, printing volume decreased by **3%** compared to the previous year. Electronic materials and software are now widely used for training, feedback, surveys, and meeting presentations.

- 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 reduced the frequency of collections for our confidential waste bins, to reduce the carbon impact generated by these, as the production of confidential waste decreased from lower printed material.
- We are also continuing our effort 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. In 2025/26 we provided over 4000 vegan lunches to our employees.

Business travel

We have seen a 6% reduction in carbon emissions from business travel compared to last year. Although Here now delivers services across a wider geographical area, resulting in increased travel demand, there has been a notable shift in how staff travel and the types of vehicles used. This includes a 54% decrease in the use of large-engine vehicles in favour of smaller cars, alongside a 38% increase in the use of electric and hybrid vehicles. These changes have been complemented by a significant rise in public transport use, with train travel increasing by 6% and bus mileage increasing twelvefold compared to the previous year.

As we entered a period of investment in growth, employees undertook more long-distance travel, resulting in an increase in overnight hotel stays compared to the previous year. However, we actively encourage staff to make sustainable travel choices and to prioritise virtual meetings over in-person travel wherever possible.

Employee commuting

Our annual employee commuting survey provided emissions reporting with 53 (24/25: 109) of our employees responding. We are pleased to see that 42% (24/25: 71%) of the employees who responded either walking, cycling, or not commuting.

Our survey also shows a reduction in emissions of 40.9%. We have been supporting environmental commuting decisions in a number of ways:

- We continue to offer an electric car salary sacrifice scheme through Octopus EV and have 6 employee-owned electric cars issued so far.
- We have been running a Cycle to Work scheme for several years. We have helped 46 employees purchase cycles since inception, including 2 people in 25/26 (24/25: 2).
- 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 6 new employees in 25/26 (24/25: 11), and 4 (24/25: 7) 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. For the past couple of years, we have located 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 CO_2e. In 25/26 we ran 16 CADs (7 in 24/25) and saw 2,656 patients (1,590 in 24/25).

We also deployed 53 (40 in 24/25) First Contact Practitioners at 61 (50 in 24/25) GP practices who provided 526 (379 in 24/25) hours of onsite advice for MSK health issues each week, which reduces the need for patients to travel further for this service.

Water usage

After our office move last year, we kept two of our BIBO water machines which dispense instant hot and chilled water for our employees. These reduce water waste and encourages the use of refillable water bottles. We have a practice of reporting tap and bathroom leaks immediately to enable our maintenance contractors to stop water loss. No leaks were reported last year from our new office kitchen. 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.

Although the carbon impact coming from water consumption is based on an allocation of the overall usage for the building, as we reduced our office space, our allocation was also reduced by 11.8%. This combined with the lower usage of water for the building cut our emissions from water usage by half in 2025/26 compared to the year before.

Waste

We disposed of 0.5 tonnes of general rubbish to incineration this year, a reduction from 0.3 tonnes last year. We also recycled 2.9 tonnes of waste this year (24/25: 4.5 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 recycled 0.85 tonnes of biodegradable waste in our kitchen and 1.9 tonnes of paper from our mixed paper and confidential waste.

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.
- With the introduction of our new carbon calculation system, Sumday, we are now able to analyse all purchases in real time through a live platform. This enables us to categorise costs more efficiently, using regularly updated carbon factors that can be specified at supplier level, leading to more accurate data. The system also provides detailed analysis of carbon emissions at a service level, allowing us to inform service leads about how their activities and practices contribute to the organisation's overall carbon footprint. As a live tool, Sumday offers up-to-date detail into our carbon impact, enabling us to identify areas for improvement and address any issues throughout the year.
- 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. Monthly communications are provided to staff, breaking down each element of the carbon calculation in a clear and accessible way. This ensures that colleagues can see how their individual actions and day-to-day responsibilities directly influence our overall results
- We include sustainability into our advice seeking process and decision making across Here. Sustainability is 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.

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.
- 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.
- As part of our commitment to see the real value of our carbon reduction practices, we have launched the Social Impact Framework. We are working with our Intelligence service to analyse our suppliers and carbon impact and to provide real environmental wellness data. We are expecting to have this new process embedded in the calculation for 2026/27.

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. 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 built the Community Appointment Days and patient hubs as a key delivery element of our Sussex MSK Health service, which will reduce the amount of patient travel by having clinicians in one local community hub location.

We will continue to seek expansion of our delivery of First Contact Practitioners in the year ahead, providing more hours of onsite advice for MSK health patients 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 standard[1] for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard and uses the appropriate Government emission conversion factors for greenhouse gas company reporting[2].

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) Standard[3].

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

9 July 2025

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[1] *Ghgprotocol.org/corporate-standard*

[2] *Gov.uk/government/collections/government-conversion-factors-for-company-reporting*

[3] *Ghgprotocol.org/standards/scope-3-standard*