Change
Grow
Live

Net Zero Report

Carbon Reduction Plan

April 2024 – March 2025

Executive Summary

This document showcases the carbon footprint calculations Change, Grow, Live (hereafter referred to as 'CGL') has undertaken and the corresponding Net Zero targets. Data was provided by each site where relevant and reviewed and processed to calculate our corporate carbon emissions for FY2025. This granularity allows us to understand the sources of emissions and locate emission hotspots, and to further develop our Net Zero strategy and reduction pathway.

Overall in FY25, the majority of our market-based carbon dioxide equivalent (CO_2e) emissions are Scope 3 (96%, 21,695 tCO_2e), followed by Scope 1 (4%, 912 tCO_2e), and finally Scope 2 (0%, 0 tCO_2e).

The greatest source of CO_2e in FY25 was Scope 3 Cat 1: Purchased goods and services (52%, 11,648 tCO_2e), followed by Scope 3 Cat 7: Employee Commuting and Home Working (39%, 8,734 tCO_2e), Scope 1 Natural Gas Consumption (4%, 878 tCO_2e), and Scope 3 Cat 6: Business Travel (3%, 711 tCO_2e). All other CO_2e categories equated to less than 2% of the total FY25 emissions.

Going forward a focus on decarbonisation action related to our emission hotspots will continue as well as emission sources within our direct control or influence to reduce activity.

Executive Endorsement

Mark Moody, CEO

A message from our CEO

The UK government aims to reduce all direct emissions from public sector buildings by 50% by 2032 and 75% by 2037, with all UK emissions expected to reach Net Zero by 2050. CGL has set an ambitious target to achieve Net Zero by 2040, helping to limit global temperature increases to 1.5°C above pre-industrial levels.

CGL's ambition is to reduce emissions to a very small level, leaving only residual emissions that can be absorbed and stored through nature-based solutions and other carbon-removal methods. This approach enables us to reach a point where we leave no additional carbon in the atmosphere.

It remains up to all of us – within our sector and beyond – to ensure that people can continue to access the support they deserve. We play a vital role in improving people's lives, and this responsibility extends to safeguarding the environment in which we all live.

Change Grow Live recognises the accelerating risks posed by climate change to both people and the planet, and we are committed to taking urgent action to reduce our environmental impact. Each year, we calculate our operational Scope 1 (direct), Scope 2 (indirect), and partial Scope 3 (indirect) emissions in line with the Streamlined Energy and Carbon Reporting (SECR) regulation. Through this process, we continue to implement a range of energy-saving initiatives. All our sites are supplied with certified green electricity, LED lighting is installed across all new premises, and smart meters are fitted wherever possible. We encourage staff to reduce energy use by switching off lighting and equipment when not in use. We follow the waste hierarchy across our operations and have introduced sensor taps to minimise unnecessary water consumption.

In 2022, we began our journey towards Net Zero by 2040, aligned with the Paris Agreement and the recommendations of the UN Intergovernmental Panel on Climate Change. Over the past year, we have continued to strengthen this work by measuring a more comprehensive carbon footprint and identifying opportunities to reduce emissions across our operations, supply chain, and wider value chain. Working closely with external carbon experts, we have once again completed a full Scope 1, 2 and 3 carbon footprint. This Net Zero report has enabled us to further clarify our path to 2040 and sets out a detailed action plan to continue reducing emissions year on year.

No matter the challenges we face, the people who make up Change Grow Live continue to give me confidence that we can adapt, learn, and make meaningful progress. Everything we have achieved over the past year, and all we will learn in the years ahead, will help us support one another as we work to make a positive difference – both in the lives of the people we serve and in the communities where we live and work. We look forward to sharing our progress on the journey to Net Zero over the coming year.

Everything we do is for our people and the people who use our services.

About us

Change Grow Live (CGL) are a national health and social care charity that help tens of thousands of people each day, providing a range of services to support individuals, families and communities whose lives are adversely affected by crime, substance misuse, homelessness, anti-social behaviour, domestic violence, social deprivation, and lack of opportunity. We have grown from a small local volunteer-led organisation in Sussex in 1977 to a nationwide charity with more than 150 services across the UK. Our mission is to help people change the direction of their lives, grow as individuals, and live life to its full potential. We have over 7,000 members of staff and amazing volunteers to help us support positive change within people's lives and for the communities in which we live.

Since we first started, one goal has driven everything we do: to make a difference in people's lives. That's still what drives us now. We know that what we do works, so we want as many people as possible to benefit. That's how we'll make our vision – to change society for the better – a reality. This commitment extends to the planet on which we live, and therefore we decided to go on this journey three years ago to reach Net Zero by 2040 through a stringent carbon reduction plan. We will recalculate our carbon footprint annually and track how we are performing against our targets.

Commitment to Net Zero

We are committed to taking action to reduce our annual emissions and achieving Net Zero emissions by 31st March 2040, ten years earlier than the UK governments target. We will aim to reduce our carbon intensity year on year and will achieve:

We are committed to:

- 43% reduction in our Scope 1 and 2 emissions by 2030
- 89% overall reduction in all Green House Gas (GHG) emissions across Scopes 1, 2, and 3 by 2040 - offsetting any residual emissions via high-quality nature based or direct air capture projects and becoming Net Zero

To achieve these goals, we have taken the following actions:

1. We have appointed an external specialist carbon consultancy to collate and verify data, calculate GHG emissions and help advise on carbon reduction options
2. Calculated our carbon footprint in line with the GHG protocol for FY25 including the following Scopes and categories:

Scope 1

i. Scope 1: Stationary combustion

ii. Scope 1: Transport (owned and leased vehicles)

iii. Scope 1: Refrigerant gases

Scope 2

i. Scope 2: Electricity – both from premises and electric vehicles

Scope 3

i. Scope 3 Category 1: Purchased goods and services

ii. Scope 3 Category 3: Fuel and energy-related activities (not included in Scope 1/2)

iii. Scope 3 Category 4: Upstream transportation and distribution

iv. Scope 3 Category 5: Waste

v. Scope 3 Category 6: Business travel

vi. Scope 3 Category 7: Employee commuting (including home working)

3. Created a carbon reduction pathway for each Scope and category
4. Set the Net Zero date and committed to updating our carbon footprint at least annually, with this being the third calculation since our base year and the fourth in total

Figure 1. Sources of Greenhouse gas emissions by Scope and category. Source: GHG Protocol

Emissions footprint April 2024 – March 2025

This report follows on from our preceding carbon inventories - baseline year FY 2022. The baseline year is a record of the greenhouse gases that were produced in a financial year prior to the introduction of any strategies to reduce emissions. It provides a breakdown of our carbon emissions from which our emissions reduction pathway has been created, with target reductions provided for each Scope and Category.

In addition to this, we have also provided emission intensity metrics for each year. Our intensity metrics show us how we are progressing on our carbon journey whilst accounting for the fact that our operations are expanding.

This report contains CGL's FY 2025 results as shown below. Comparisons with our FY 2022 – 2024 results follow.

Breakdown of FY25 GHG emission sources:

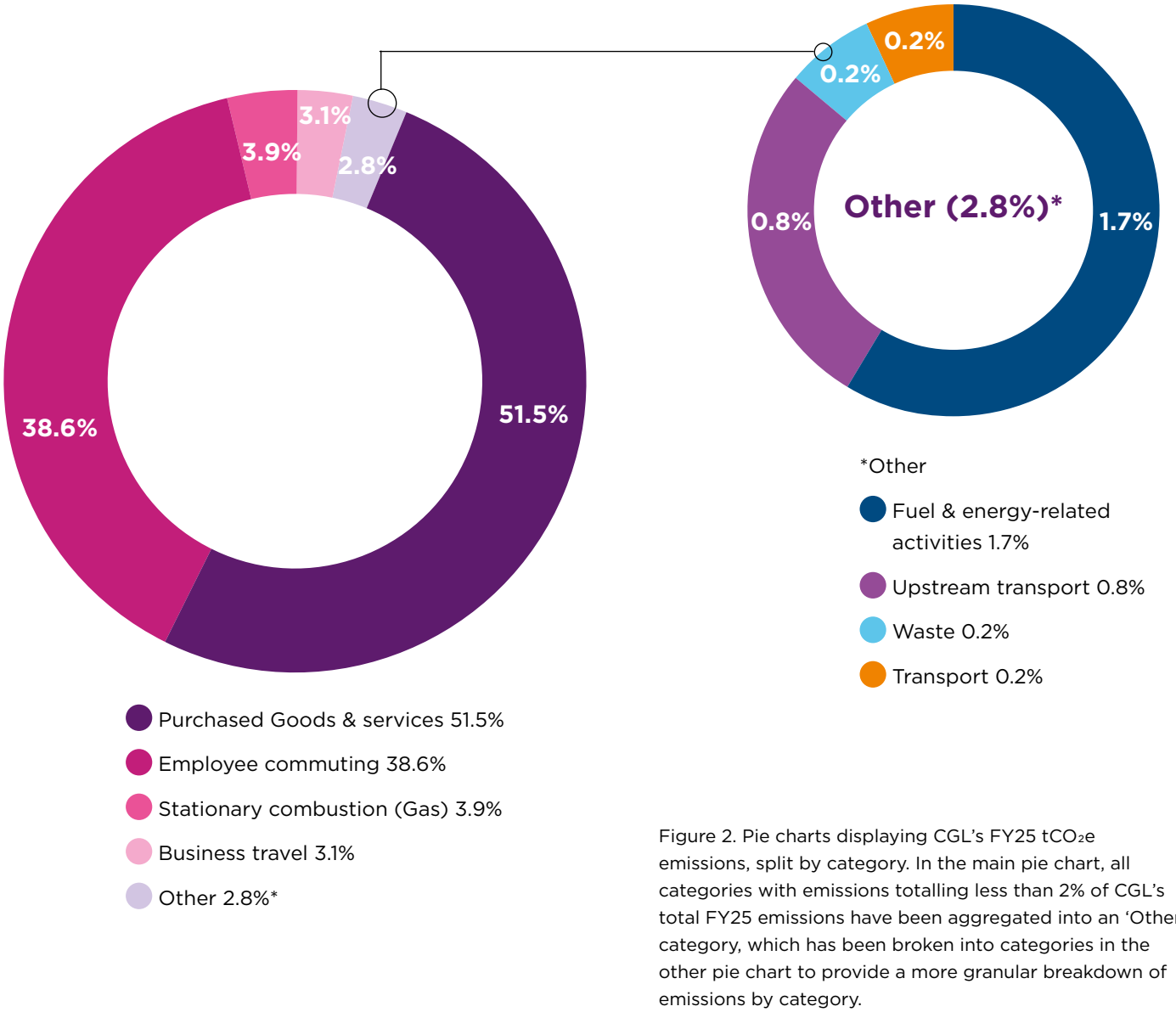

Figure 2. Pie charts displaying CGL's FY25 tCO_2e emissions, split by category. In the main pie chart, all categories with emissions totalling less than 2% of CGL's total FY25 emissions have been aggregated into an 'Other' category, which has been broken into categories in the other pie chart to provide a more granular breakdown of emissions by category.

Below is an itemised breakdown showing emissions (tCO_2e) by each Scope and Category from FY25 calculation.

Table 1. CGL's FY25 CO_2e Inventory

Scope / Category	Item	Total tCO_2e FY25	% of FY25 total tCO_2e
Scope 1			
Stationary combustion (Gas)	Gas consumed	878.06	3.9%
Transportation	Owned and leased ICE vehicles	34.43	0.2%
Refrigerants	HVAC's	-	0%
Scope 2			
Electricity (location-based)[1]	Purchased electricity, for own use (grid average)	701.65	N/A
Electricity (market-based)[2]	Purchased electricity, for own use (specific contract)	-	0%
Electricity (electric vehicles)	Owned and leased EVs	-	0%
Scope 3			
Category 1: Purchased goods and services	Goods and services	11,648.18	51.5%
Category 3: Fuel and energy-related activities	WTT[3] & T&D losses[4] from electricity, stationary combustion of fuels and transport	384.61	1.7%
Category 4: Upstream transportation and distribution	Transport between tier 1 suppliers or paid transport for goods (upstream & downstream) (WTW[5])	180.47	0.8%
Category 5: Waste	Waste generated in operations	37.88	0.2%
Category 6: Business travel	Land and air travel and hotel stays for business purposes (WTW)	710.57	3.1%
Category 7: Employee commuting & homeworking	Employees commuting to and back from work (WTW). Employees working from home	8,733.72	38.6%
Total Gross Emissions (Location-based)		**23,309.57**	
Less emissions avoided by procurement of renewable electricity		701.65	
Additional emissions generated from the procurement of non-renewable electricity		-	
Total Gross Emissions (Market-based)		**22,607.91**	**100%**
Less carbon offsets		-	
Total Net Emissions		**22,607.91**	

[1] Location-based represents emissions from electricity consumption based on grid average emissions.
[2] Market-based represents emissions from electricity consumption based on specific energy contracts.
[3] WTT - Well-to-tank emissions. Emissions associated with the extraction, refinement, and transport of fuels before consumption
[4] T&D losses – Transmission and distribution losses. Emissions associated with the energy lost during the transmission of electricity through the network.
[5] WTW – Well-to-wheel emissions. Includes emissions associated with the extraction, refinement, transport, and consumption of fuels.

Table 2. CGL's FY25 CO_2e Inventory compared to FY22, FY23 and FY24

Scope / Category	Item	Total tCO_2e FY22 (Base Year)	Total tCO_2e FY23	Total tCO_2e FY24	Total tCO_2e FY25	% change from base year FY22
Scope 1						
Stationary combustion (Gas)	Gas consumed	775.80	938.90	769.89	878.06	+13.2%
Transportation	Owned and leased ICE vehicles	49.96	58.99	30.90	34.43	-31.1%
Refrigerants	HVAC's	475.57	441.61	-	-	-100.0%
Scope 2						
Electricity (location-based)[6]	Purchased electricity, for own use (grid average)	645.57	628.43	605.01	701.65	8.7%
Electricity (market-based)[7]	Purchased electricity, for own use (specific contract)	-	-	-	-	-
Electricity (electric vehicles)	Owned and leased EVs	-	-	-	-	-
Scope 3						
Category 1: Purchased goods and services	Goods and services	10,973.33	13,232.02	9,788.58	11,648.18	6.1%
Category 3: Fuel and energy-related activities	WTT[8] & T&D losses[9] from electricity, stationary combustion of fuels and transport	144.32	170.09	134.97	384.61[10]	166.5%
Category 4: Upstream transportation and distribution	Transport between tier 1 suppliers or paid transport for goods (upstream & downstream) (WTW[11])	219.47	264.64	195.77	180.47	-17.8%
Category 5: Waste	Waste generated in operations	35.89	34.95	20.02	37.88	5.5%
Category 6: Business travel	Land and air travel and hotel stays for business purposes (WTW)	553.38	903.38	1,187.78	710.57	28.4%
Category 7: Employee commuting & homeworking	Employees commuting to and back from work (WTW). Employees working from home	4,949.81	5,338.90	7,924.99	8,733.72	76.4%
Total Gross Emissions (Location-based)		**18,823.08**	**22,011.91**	**20,657.90**	**23,309.57**	**23.8%**
Less emissions avoided by procurement of renewable electricity		645.57	628.43	628.43	605.01	8.7%
Additional emissions generated from the procurement of non-renewable electricity		-	-	-	-	-
Total Gross Emissions (Market-based)		**18,177.51**	**21,383.48**	**20,052.89**	**2,607.91**	**24.4%**
Less carbon offsets		-	-	-	-	-
Total Net Emissions		**18,177.51**	**21,383.48**	**20,052.89**	**22,607.91**	**24.4%**

[6] Location-based represents emissions from electricity consumption based on grid average emissions.
[7] Market-based represents emissions from electricity consumption based on specific energy contracts.
[8] WTT - Well-to-tank emissions. Emissions associated with the extraction, refinement, and transport of fuels before consumption
[9] T&D losses – Transmission and distribution losses. Emissions associated with the energy lost during the transmission of electricity through the network.
[10] There has been a change in the methodology for calculating fuel- and energy-related activities. Previously, purchased electricity supplied under a renewable or 'green' tariff was zero-rated; however, under updated best practice, all associated upstream emissions must now be included. As a result, emissions reported in this category have increased for FY2025.
[11] WTW – Well-to-wheel emissions. Includes emissions associated with the extraction, refinement, transport, and consumption of fuels.

Emission reduction targets

In setting Net Zero targets and developing a Net Zero roadmap in FY 2022, we assessed the CO_2e reduction potential of each scope and category. This assessment considered the degree of control we have over the activity, operational considerations (e.g. fleet replacement cycles, availability of green energy tariffs by geography, available waste disposal methods), and wider politico-economic factors including the UK government's commitment to decarbonise the UK National Grid and the ban on the sale of ICE vehicles post-2030. The reduction pathway is science-based and aligned to the Paris Agreement's commitment of limiting global warming to 1.5°C above pre-industrial levels.

To continue our progress to achieving Net Zero, we mapped out and planned a number of positive actions to achieve the following carbon reduction targets:

- 43% absolute reduction in Scope 1, 2 and 3 emissions by 2030 from 2022 baseline levels
- 72% absolute reduction in Scope 1, 2 and 3 emissions by 2035 from 2022 baseline levels
- 89% absolute reduction in Scope 1, 2 and 3 emissions by 2040 from 2022 baseline levels

Carbon Emission Glidepath tCO_2e

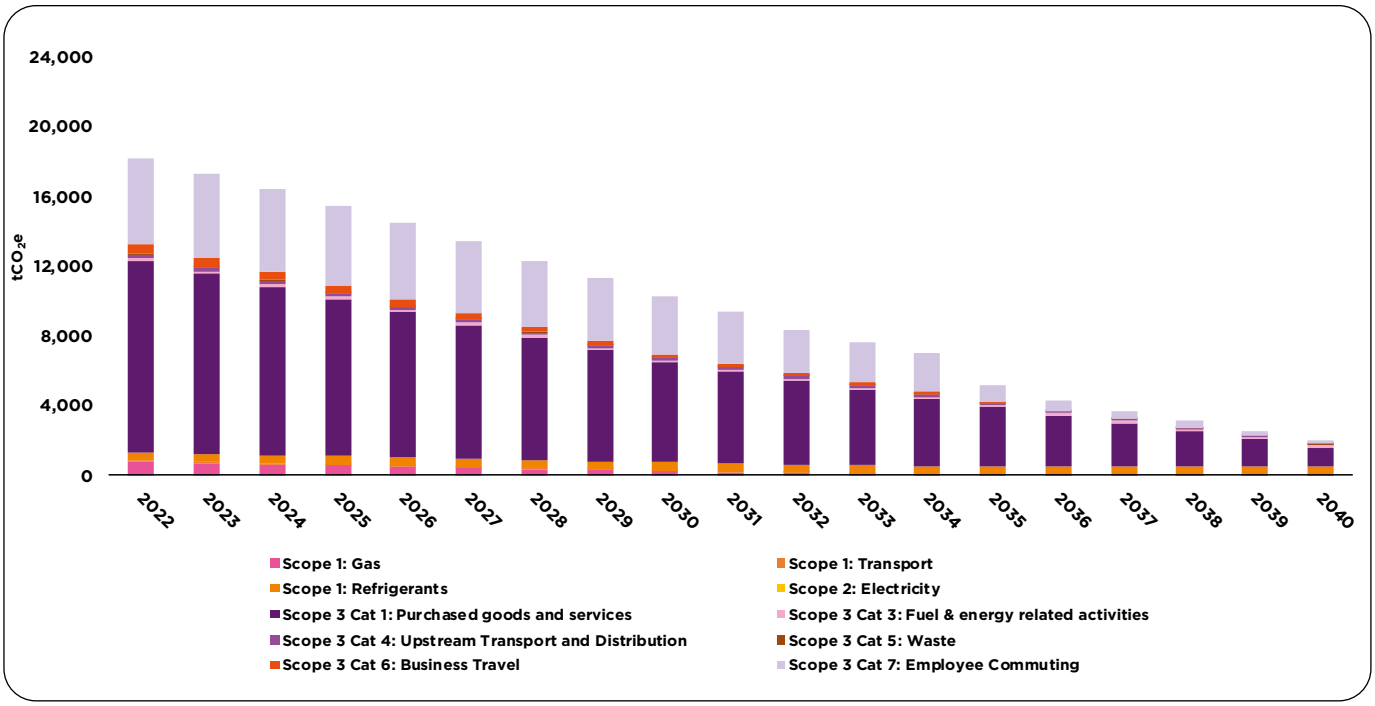

Figure 3. CGL's Net Zero glidepath - roadmap to achieve Net Zero (-89% tCO_2e by 2040 against the FY 2022 base year)

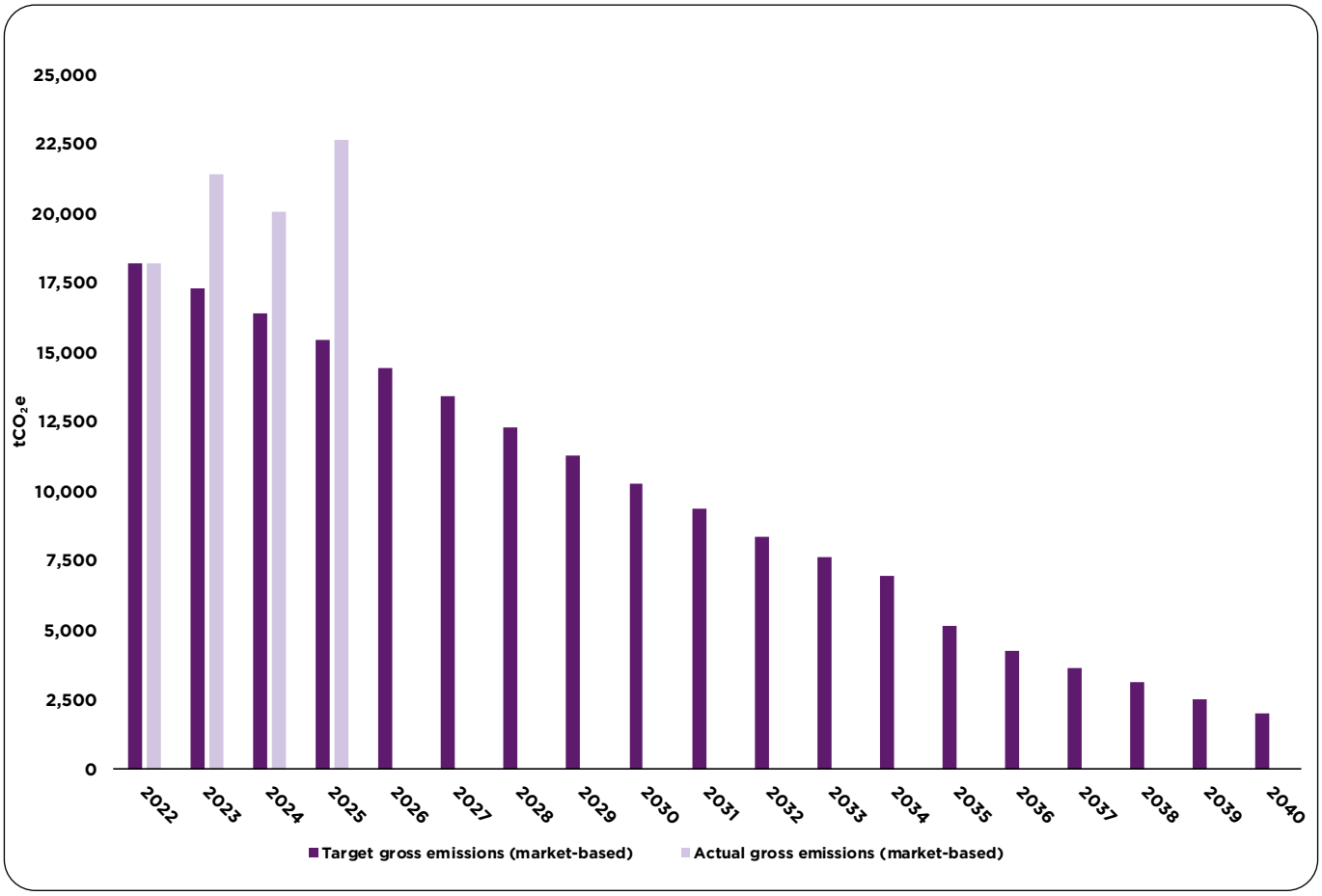

Figure 4. CGL's progress against the original Net Zero glidepath – purple is estimated based on the reduction projections modelled in the original glidepath, lilac is the actual reported emissions

Our primary focus is on reducing our own emissions, supported by dedicated planning and financial resources. However, a substantial share of our carbon footprint falls under scope 3 emissions, which are challenging to address in the short term as they originate within our supply chain - an area where we have influence but not direct control. To help drive reductions in these emissions, we will leverage our purchasing power and supplier selection to promote and encourage carbon-reducing practices across our supply chain.

Intensity metrics and reduction targets

In addition to reporting our absolute emissions, we also track GHG intensity over several key metrics. We are focusing on the intensity metrics which capture greenhouse gas emissions per employee, and turnover, hence providing a more informative insight into our decarbonisation journey alongside our company growth.

Table 3. CGL Intensity Metrics FY 2022, FY 2023, FY 2024, FY 2025

	FY 2022	FY 2023	FY 2024	FY 2025	% Change FY 2025 vs. FY 2022
Market-Based tCO_2e per employee	4.18	4.39	2.79	3.07	-26.6%
Market-Based tCO_2e per million GBP turnover	42.29	75.27	65.32	66.55	+57.4%

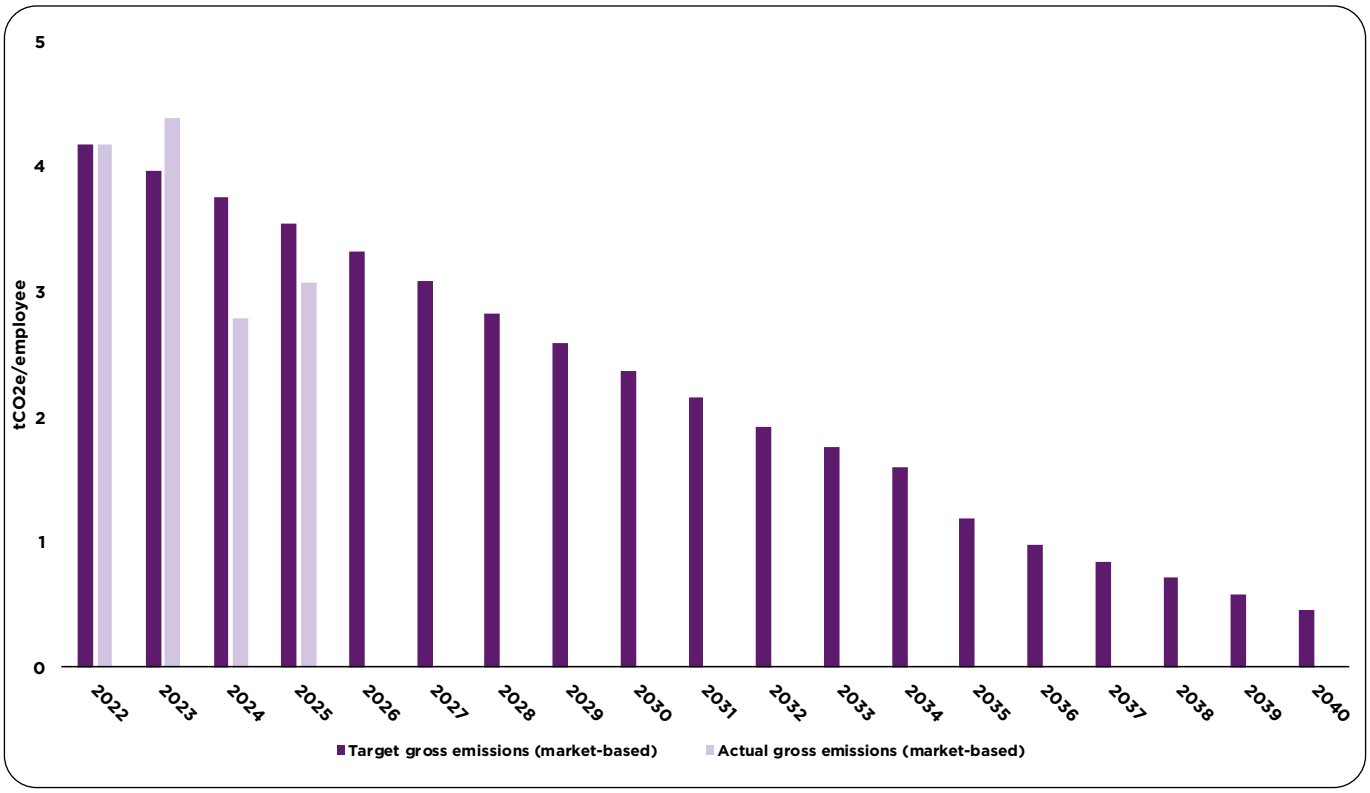

Figure 5. CGL's progress against the FTE/tCO_2e Net Zero glidepath – purple is estimated based on the reduction projections modelled in the original glidepath, lilac is the actual reported emission.

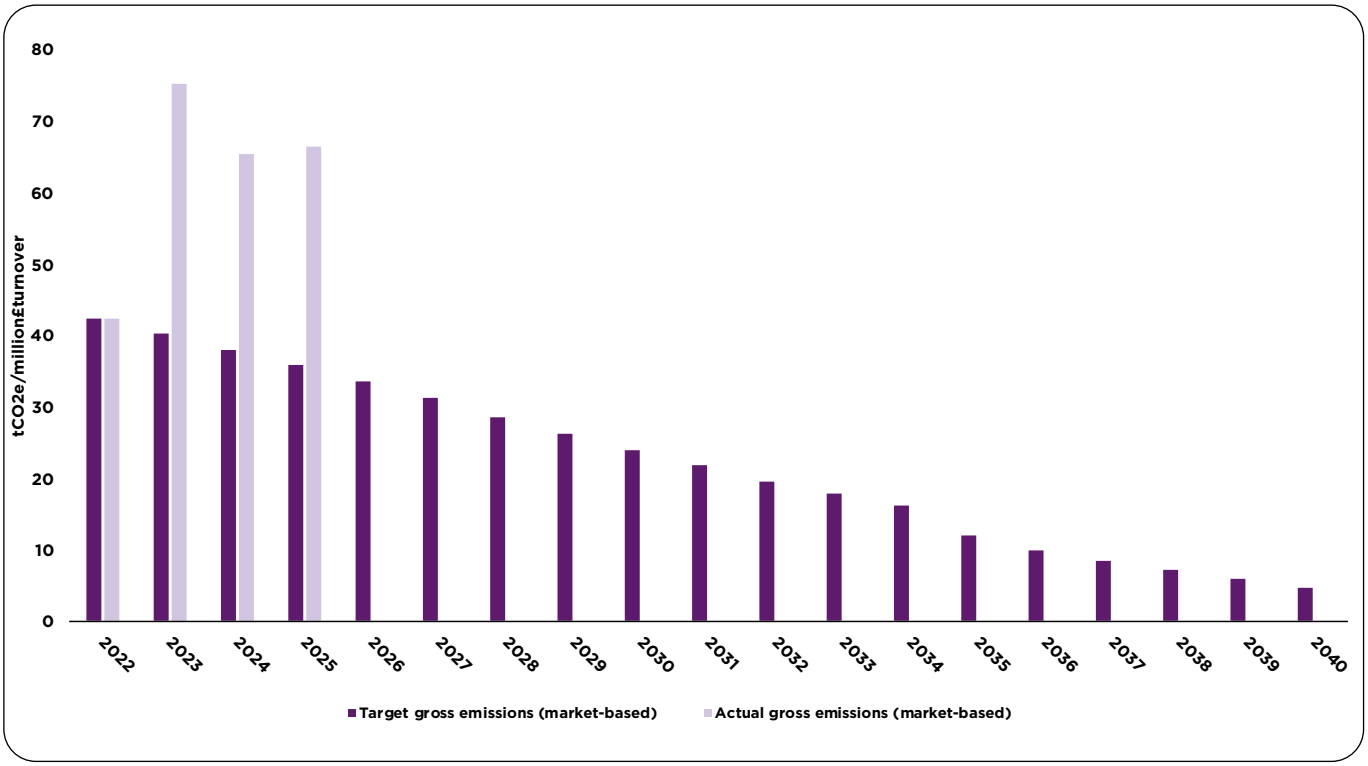

Figure 6. CGL's progress against the £Turnover/tCO_2e Net Zero glidepath – purple is estimated based on the reduction projections modelled in the original glidepath, lilac is the actual reported emissions.

Environmental management measures / emission reduction plan

As a responsible business, we have for many years had a focus on the environment and reducing our carbon emissions. To drive this to the next level, we engaged the services of Sustainable Advantage to advise the CGL Board on global best practices on carbon reduction.

We have a detailed carbon emissions reduction plan, the key actions of which are summarised below:

SCOPE 1: Stationary combustion

This is a relatively low impact area, but within our control to reduce impact. Over the past two years, we have carried out several lagging exercises in buildings, including Sunderland and Huddersfield, to improve insulation and enhance energy efficiency. Moving forward, we will also:

- Explore remote thermostat management on heating systems.
- Reduce reliance on gas use and replace gas boilers with electrical heating systems such as air source heat pumps, infra-red panels, electric storage heaters etc. where practical. We will continue to look to retrofit existing buildings with more efficient heating boilers where suitable.
- Investigate new technologies as they become available and install these where practical (e.g., hydrogen powered boilers).
- Ensure that all our facilities use minimal heating by making sure buildings are fully insulated.
- Identify sites with high gas consumption and perform energy surveys to identify capital expenditure (CapEx) opportunities.

SCOPE 1: Transport (owned and leased vehicles)

This is a low impact area of our FY 2025 emissions footprint. We remain keen to investigate our options for decarbonising activity related to our vehicle fleet.

We will aim to:

- Undertake regular assessment of the fleet to ensure least efficient vehicles are removed as a priority.
- Undertake a feasibility assessment to determine whether transitioning the fleet to EVs is possible given our operating locations and operating model.
- Continue to move our diesel and petrol-owned and leased vehicles to electric vehicles (EV) as soon as is practicable. Where moving to EVs is not practical, we will switch to hybrid vehicles.
- Ensure EV's are charged using green electricity sources where possible including installing charging points at our sites which are supplied with green electricity contracts.
- Provide driver training on how to drive more efficiently to reduce emissions.
- Install telematics where feasible to gather granular data on driver performance to issue further guidance and training.

SCOPE 1: Refrigerants

In FY 2025, we did not have any fugitive emissions from refrigerant gases as no leaks were detected and reported. Whilst it is assumed fugitive emissions will remain the same due to lack of knowledge surrounding new technologies, we will endeavour to reduce our impact where possible:

- Avoid emissions through improved leak tightness; consider fitting leak-detection systems and following a regular maintenance schedule.
- Ensure correct end-of-life treatment of refrigerant gases; recover and dispose of refrigerant gases correctly when maintaining, upgrading or decommissioning a system.
- Substitute refrigerants with other less harmful substances e.g., refrigerant gas with zero ozone depletion potential (ODP) and low global warming potential (GWP).
- When renewing HVAC system, choose the most efficient systems:
  - Investigate systems using least damaging refrigerant gases with low potential leakage.
  - Installing new systems may offer energy savings as well as next generation refrigerants (HFOs (hydrofluoro-olefins) and natural refrigerants).
- Limit use of refrigeration / air conditioning systems.

SCOPE 2: Electricity

Across our operations, we have continued to improve our energy efficiency by upgrading sites with LED lighting, smart meters, and more efficient equipment, and installing solar panels with battery storage at selected locations, alongside staff awareness initiatives and targeted energy surveys to identify further opportunities. In Kirkby specifically, we improved the building's EPC rating by insulating the roof, installing small electric wall heaters with automatic standby settings, fitting a heat-recovery ventilation system, and adding LED, switch-free and sensor-activated lighting. We will endeavour to reduce our electricity consumption via the following:

- Continue to purchase renewable energy tariffs across any new premises and ensure supply is fully verified as meeting the Scope 2 Quality Criteria[12] (supported by REGOs or equivalent).
- Energy efficiency guides will be issued to all site staff to facilitate positive behavioural change.
- Appoint energy / green champions to lead on awareness campaigns and gather ideas from colleagues across our organisation. These ideas will be collated and shared, supplemented by what we consider to be best practices. These champions will also gather up to date monthly energy performance data at each site to provide feedback.
- Continue to use energy efficient systems wherever possible e.g., replacing lights with LED and using passive infra-red sensors (PIRs) where possible.
- Continue to undertake energy surveys at sites consuming large amounts of electricity to identify CapEx opportunities.
- Continue to investigate opportunities to install green energy production facilities onsite where practicable (e.g., solar panels, wind turbines).

[12] https://ghgprotocol.org/sites/default/files/2023-03/Scope%202%20Guidance.pdf. P.63

SCOPE 3 Category 1: Purchased goods and services

This is the largest single source of emissions in FY25 and therefore a key priority action area. We will look into opportunities to perform life cycle assessment for key products to improve data quality and to support informed decision making on product and supplier selection. We realise that much of the GHG reductions in this category will happen because of our suppliers reducing their carbon emissions and becoming more carbon aware as the European Union launched the Green Deal which outlines a commitment to climate neutrality by 2050. However, that does not mean that we will take a passive approach to the category especially as it accounts for 51.5% of our total emissions.

We have set an objective to continually increase our spend on environmentally friendly products. Our original FY2023 target was to raise this proportion from 21% to 25% based on 2021 figures. In FY2024, 26% of all products purchased across key categories, including stationery and packaging, catering and kitchen supplies, and cleaning products, were Banner Green Choice items and therefore classified as environmentally preferable. In FY2025, this increased further to 28%. Products awarded the Banner Green Choice icon must demonstrate a strong commitment to sustainability or ethical trade or hold certification from recognised standards and organisations such as ECOlabel, Energy Star, Blue Angel, Nordic Swan, Fair Trade, Rainforest Alliance, the Forest Stewardship Council (FSC), or Certified Carbon Neutral. We will continue to review this target regularly and aim to further increase our proportionate spend on Environmental Products year on year.

To try and enact further positive change on our suppliers we will:

- Continue to analyse our supplier list and consider where more sustainable choices can be made for central contracts.
- Choose more sustainable and local suppliers and contractors where possible.
- Use market analysis to support discussions with stakeholders who require products and services, so sustainable choices can be identified and assessed (to ensure value for money is achieved) as a part of continuous improvement plans. This will apply to central contracts only, and any projects identified will be monitored in the contract review meetings.
- Include sustainability/ESG sections within all category plan and procurement strategy templates to ensure this is considered when tendering for new central contracts.
- Include a Sustainability/ESG question within tender documents for central contracts, where appropriate. For example, requesting that suppliers make a commitment to Net Zero within their response, and provide examples of carbon reduction projects and/or certification to ISO 14001 – demonstrating their adoption of an effective environmental management system.
- Include a scored Social Value question within tender documents for central contracts, where appropriate. For example, requesting that suppliers make a commitment to the employment of workers based within the local area.
- Incorporate Sustainability/ESG into the KPIs for all new central contracts, where appropriate.
- Consider engaging with tier 1 suppliers to first understand their carbon footprint (Scopes 1 and 2) by sending out carbon surveys.

SCOPE 3 Category 3: Fuel and energy-related activities

This category represents a low impact area of CGL's FY 2025 emissions. Emissions in this category increased by 166.5% compared to last year due to an update in our calculation methodology. Previously, emissions associated with green electricity were considered zero, but starting in FY 2025, we now include the associated emissions for green electricity. As a result, reported emissions in this category are higher than in previous years. Considered actions to reduce emissions in this category can be found above in Scope 1 and Scope 2 sections.

SCOPE 3 Category 4: Upstream transportation and distribution

This is a low impact emissions category. In FY2025, data quality has improved through the use of actual spend data for delivery services. In prior years, emissions for this category were estimated as 2% of Scope 3 Category 1 emissions. We will continue to improve data quality by incorporating primary freight and logistics activity data where available.

- Request freight and logistic data from providers where possible.
- Request to use EVs where possible, avoid next-day delivery and use providers with green tariffs in place for warehouses/storage facilities.

SCOPE 3 Category 5: Waste

Although this is a low impact area compared to other emissions sources, we will focus on reducing emissions from waste as we have a greater degree of control over this impact area and due to wider environmental considerations of waste.

We joined PrintReleaf in 2019 to reduce paper copy and in January 2022, we switched to recycled paper. Since joining the PrintReleaf Exchange, we have offset the equivalent of 56,963,360 total standard pages of paper consumption by reforesting 6,836 standard trees.

We already follow the waste hierarchy where a preference is given to:

- Reduce the waste generated
- Re-using / recycling as much as possible
- Residual general waste to be incinerated to limit the volume of waste that goes to landfill

In addition to this, we will also aim to reduce our waste by:

- Continue to reduce our use of paper and aim to become paperless at our sites in the near future.
- Rolling out staff training programmes to provide clear, consistent training and information to minimise waste and maximise recycling.
- Continuing to track the disposal methods of our various waste streams and encourage waste management companies to change suppliers who send waste to landfill.
- Aim to have zero waste to landfill by 2027, with 50% of said waste sent to Waste-to-Energy and 50% recycled.

SCOPE 3 Category 6: Business travel

Business travel is a low impact area for us; however, we are keen to engage our employees to understand the environmental impact of their activity, and this is a key area of influence. We will endeavour to do this through the following methods:

- COVID-19 has taught us that video conferencing tools such as Teams and Zoom can very successfully host meetings. We are encouraging our staff to continue to embrace this technology to minimise travel.
- Where travel is required, we will prioritise carbon-reducing travel modes, choosing rail over air and / or cars.
- Encourage the uptake of EV vehicles by paying favourable mileage reclaim rates and considering the installation of EV charging points at our site, where practical.
- We will continue collecting more granular Business travel data to better calculate our GHG emissions in future years, avoiding the use of expense summaries and focusing on extracting actual data where possible.

SCOPE 3 Category 7: Employee commuting & homeworking

This is another emission hotspot for us (38.6% of total emissions) and therefore should be prioritised for emissions reduction. We recognise that we cannot directly influence what modes of travel our employees use, we need to do all we can to encourage them to join us on our sustainable journey. We will endeavour to achieve this by:

- Sending a travel survey to each one of our employees to understand how they currently get to and from work.
- Putting in place initiatives that promote low emissions commuting, including:
  - Cycle-to-work schemes
  - EV salary sacrifice schemes
  - Encouraging carpool arrangements
  - Providing information on public transport alternatives
  - Installing EV charge points at our office location
  - Paying favourable mileage reclaim rates to EV vehicles

Employee homeworking was not a large source of CO_2e emissions in FY25, and we recognise that we have limited control over the consumption of fuel and energy in employee working from home environments. As such, we will focus on continuing to promote awareness of employee energy consumption and efficiency measures.

- We will consider collecting granular data by sending a survey to all employees working from home to understand their energy, waste and water usage during working hours.
- Encourage switching to renewable energy tariffs where possible.
- Implement an awareness campaign for reducing working from home carbon footprint:
  - Install SMART meters
  - Reduce energy consumption of home appliances
  - Reduce, reuse, recycle, limit waste sent to landfill

Appendix

1. Net Zero Calculation Boundaries

When calculating carbon emissions, the GHG Protocol Corporate Accounting and Reporting Standard states that a company must set its organisational boundaries.[13] This can be done either by an "Equity Share" or "Control" approach. The Equity Share approach reflects a company's economic interests and percentage ownership of companies or subsidiaries to assign GHG emissions. The Control approach can follow two routes and defines the boundary by looking at either how much Financial or Operational Control a company has.

To fully cover all our operations and subsidiaries, we have selected the Operational Control method when setting our organisational boundary which will cover 100 percent of the GHG emissions over which it has operational control.

The Operational boundary will include all three Scopes as outlined by the GHG Protocol. Our emissions are reported in tCO_2e and have been calculated utilising the following formula:

Source emissions data x conversion factor* = Total source emissions
Source unit x (tCO_2e/unit) = tCO_2e

* Conversion factors are primarily derived from the latest:
- UK Government GHG conversion factors for Company Reporting
- DEFRA (Department for Environmental, Food and Rural Affairs)
- EPA's Environmentally extended input-output (EEIO) tables

[13] https://ghgprotocol.org/corporate-standard

2. Methodology

Inclusions in FY 2025 inventory:

Scope 1

Sources included in the inventory are onsite (or "stationary") natural gas combustion, refrigerants and mobile fuel combustion from leased and owned vehicles.

- Stationary combustion: monthly primary natural gas combustion quantity data provided (kWh).
- Transport: fuel consumption data provided by company, split by diesel and petrol.
- Fugitive (refrigerants): FY 2024 data has been used to benchmark FY 2025 emissions.

Scope 2

Purchased electricity was the only identified scope 2 emissions source. However, per the GHG Protocol Scope 2 Guidance, scope 2 emissions have been calculated and reported using two separate methodologies:

- Location-based method reflecting the average emissions intensity of grids on which energy consumption occurs.
- A market-based method reflecting emissions from the electricity that we have purposefully chosen via our energy procurement activities. This accounts for energy purchased from green energy suppliers as well as the residual mix of energy purchased via non-renewable tariffs based on the reported residual mix of relevant national grids.

Primary electricity data has been used to complete calculations for the owned and leased sites.

Scope 3

Category 1: Purchased goods and services

Includes all upstream (i.e., cradle-to-gate) emissions from the production of goods which we have purchased or acquired during the reporting year. Spend data taken from financial records have been used to calculate associated greenhouse gas emissions using the EEIO emission factors provided by the EPA.

Category 2: Capital goods

Upstream emissions from both tangible and intangible CapEx additions purchased within the Group Fixed Asset Register have been included within the FY 2025 inventory. Spend data taken from financial records have been used to calculate associated greenhouse gas emissions using the EEIO emission factors provided by the EPA.

Category 3: Fuel and energy-related activities

This relates to transmission and distribution losses, and the well-to-tank emissions for all fuels consumed due to our operations.

- Well-to-tank emissions account for all the emissions related to the extraction, production, and shipping of fuels excluding only the direct combustion of the fuel. (e.g., fuel consumed by owned or leased vehicles, employees' vehicles used for commuting, vehicles used for business travel, etc).
- Transmission losses account for all the energy that is lost between the electricity production in the powerplant and when it is used (e.g., resistance in power lines).

Category 4: Upstream transportation and distribution

Emissions associated with paid transport for goods are calculated thorough spend in FY25.

Category 5: Waste

Includes emissions from third-party disposal and treatment of waste generated by our operations during the reporting year. Waste emissions have been calculated based on waste reports provided by our waste management provider.

Category 6: Business travel

Includes emissions from the transportation of employees for business related activities in vehicles owned or operated by third parties, such as aircraft, trains, buses, and passenger cars.

- Expense data related to any transport and travel arrangements including hotels have been included.

Category 7: Employee commuting and homeworking

Includes emissions from the transportation of employees between their homes and our offices. Emissions from employee commuting may arise from car, bus, train, or taxi travel.

- Calculations have used employee headcount and typical working patterns to calculate the emissions associated with employee commuting and homeworking.
- Where appropriate we have used the average-data method, which involves estimating emissions from employee commuting based on average (e.g., national) data on commuting patterns.
- In future years, we will supplement the above with employee travel surveys which collect data from employees on commuting patterns (e.g., distance travelled, and mode used for commuting) and apply the appropriate emission factors for the modes used using the distance-based method.

Non-material category exclusions for FY 2025 emissions:

Scope 3 Category 8: Upstream leased assets is excluded from FY 2025 inventory as this is not relevant to our operations.

Scope 3 Category 9: Downstream transportation and distribution is excluded from FY 2025 inventory as this is not relevant to our operations.

Scope 3 Category 10: Processing of sold products is excluded from FY 2025 inventory as we do not manufacture products.

Scope 3 Category 11: Use of sold products is excluded from the FY 2025 inventory as we do not sell physical products.

Scope 3 Category 12: End-of-life treatment of sold products is excluded from FY 2025 inventory as we do not sell physical products.

Scope 3 Category 13: Downstream leased assets is excluded from FY 2025 inventory, as we do not own any leased assets that we lease to other businesses.

Scope 3 Category 14: Franchises is excluded from FY 2025 inventory, as we do not operate franchises.

Scope 3 Category 15: Investments is excluded from FY 2025 inventory, as we do not have any investments whereby, we provide capital or offer financing as a service.

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An intelligent approach to energy, waste & sustainability

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