



Carbon Reduction Plan

June 2026

Our strategy to becoming a net-zero business



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About this Document

This Carbon Reduction Plan sets out our organisational approach to addressing our carbon emissions and contribution to climate change at Elective Services.

The Plan has been formed from a detailed assessment and research exercise which has considered our drivers and legislative requirements, and the risks posed to our organisation by climate change. Various improvements to our sustainability performance have been identified and will be addressed in the delivery of this Plan.

Our Carbon Reduction Plan is formed of two parts. This document serves as Elective Services' masterplan, providing a high-level overview of our strategy. It is supported by a Carbon Reduction Action Plan which specifies the details of the interventions we will undertake to become a net-zero organisation. This tool will be used internally to oversee and track the delivery of this Plan. A separate carbon footprint tool accompanies these documents, which we will use to monitor and report on our carbon emissions.

**We are committed to achieving
net-zero emissions by 2045.**

Who we are

Elective Services is a leading insourcing provider committed to reducing patient wait lists across the UK. We specialise in clearing backlogs and supporting hospitals in the effective management of patient care. Our end-to-end pathway solutions span multiple specialties, including endoscopy, cardiology, ophthalmology, allergy, surgery, and respiratory care, among others. We work closely with hospitals to ensure our services are tailored to their needs, delivering efficient, high-quality patient care. Each year, we support approximately 100,000 patients and provide services to over 72 hospitals and Community Diagnostic Centres.

Our Drivers for Carbon Reduction

At Elective Services, we are committed to reducing the environmental implications of our service. We will go beyond national requirements and ensure our service works in line with NHS targets to support the organisation in becoming the first national healthcare system to achieve net-zero.

National Drivers:

In line with the Climate Change Act 2008, the UK has a legally binding target to achieve net-zero carbon emissions by 2050. National strategies continue to prioritise reducing emissions from energy production and use, making carbon reduction a key consideration for all organisations.

Procurement Policy Note 006, formerly PPN 06/21, requires suppliers bidding for major public sector contracts to publish a Carbon Reduction Plan. The CRP sets out the supplier's net-zero commitment, reported emissions, reduction actions and targets, and should be reviewed and made publicly available.

Local Drivers:

Enfield Council's 'Climate Action Plan 2024' details the vision for the Borough to be carbon neutral by 2040. One of the focuses of the Council for the Borough is to encourage residents, businesses and local partners to engage and commit to achieve steps towards carbon neutral by 2040. Our association with this area means we are committed to contributing to these efforts.

NHS Drivers:

As a leading insourcing provider for the NHS, we actively align our plans with those of NHS England, Scotland and Wales (GIG Cymru NHS Wales). The 'NHS Long Term Plan', published in 2019, outlines a vision to transform and enhance healthcare over the next decade. In 2020, the 'For a Greener NHS' campaign was introduced to support Trusts in reducing emissions and progressing towards net-zero.

The 'Delivering a Net-Zero National Health Service' report further detailed actions required for achieving this goal, setting out two targets: reaching net-zero by 2040 for emissions directly controlled by the NHS (NHS Carbon Footprint) and achieving net-zero for emissions the NHS can influence (NHS Carbon Footprint Plus).

To ensure progress towards net-zero for NHS Carbon Footprint Plus, the 'Net Zero Supplier Roadmap' was published. From 2022, suppliers were required to provide a minimum 10% social value and net-zero weighting on their products or services. By 2027, suppliers must publicly report emissions, targets and implement carbon reduction plans. The Evergreen Framework was developed to support carbon reduction efforts amongst suppliers by evaluating their sustainability performance. Achieving a high score against this framework will help secure NHS contracts. Suppliers should work to embed carbon reduction in line with NHS tender requirements.

Our Principles

At Elective Services, we are committed to delivering excellence in all aspects of patient care, following a patient-centric approach to ensure the highest quality of service.

We believe that improving health outcomes requires a proactive, preventative approach. At the forefront of this will be addressing the broader environmental implications for health.

Our responsibility to the environment goes beyond legal and regulatory requirements, hence why we have published this Carbon Reduction Plan despite not being legally required. We are dedicated to reducing our environmental impact, integrating sustainability within our business strategy, and actively working to reduce our carbon emissions. By doing so, we not only minimise the environmental impact of our operation but also help to alleviate pressure on healthcare systems.

We encourage our customers, suppliers and other stakeholders to join us in carbon reduction plans to ensure that positive impact is made.

Our Progress

In 2018, we published our 'Environmental Policy', outlining key steps needed to ensure Elective Services, our staff, and our contractors make a conscious effort to remain an environmentally responsible organisation. This policy highlighted 5 key goals:

- 1. Comply with and exceed all environmental regulatory requirements.**
- 2. Continually improve and monitor our environmental performance.**
- 3. Continually improve and reduce our environmental impact.**
- 4. Incorporate environmental considerations into our business model.**
- 5. Increase employee awareness of and training in environmental protection.**

To support these goals, we established a set of clear objectives relating to the different areas of our operations which produce emissions. The progress of these is discussed in this 'Carbon Reduction Plan' and can be seen in the relating 'Action Plan'.

In 2022, we undertook an initial carbon footprint exercise and plan, reinforcing our commitment to achieving net-zero carbon emissions. This plan served as both a report of our carbon reduction performance over the previous year, and a strategic guide for further improvement. The plan reported a reduction in carbon emissions between 2021 and 2022 driven by achieving ISO 14001 standard for Environmental Management Systems, introducing our 2018 'Environmental Policy', providing colleague training sessions surrounding sustainability, and implementing a 'Travel Policy' for emission reduction. These initiatives contributed to the reduction in carbon emissions seen and reflect our dedication to reducing our environmental impact.

While progress has been made, we have now accelerated our carbon reduction target to achieve net-zero, aligning with NHS Carbon Footprint Plus goals. To ensure success, we remain committed to continuously improving and updating our policies and initiatives.

Carbon Footprint

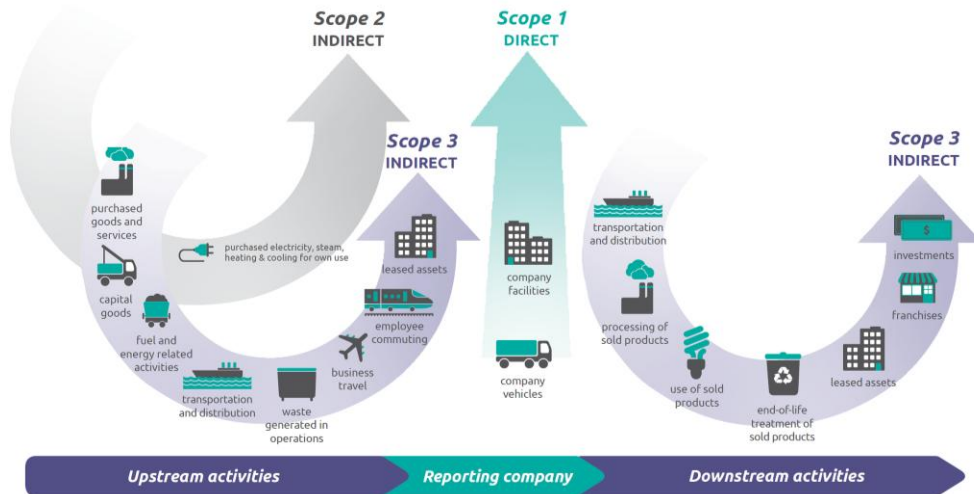
To calculate our organisation’s carbon footprint, we have conducted a thorough investigation of our key emissions sources and sinks. The results from this exercise have enabled us to identify our carbon hotspots and targeted actions to deliver the required emissions reductions which will provide the basis of our journey to net zero.

The Greenhouse Gas Protocol (GHGP) states greenhouse gas emissions be divided into three distinct scopes:

Scope 1: Direct emissions from owned or directly controlled sources on site.

Scope 2: Indirect emissions from the generation of purchased energy.

Scope 3: All other indirect emissions that occur in producing and transporting goods and services, including the full supply chain.



Scope of Our Carbon Footprint

As an insourcing provider, we have not identified any Scope 1 or Scope 2 emissions sources based on our current operating model. We do not operate through a central office, eliminating direct and indirect emissions related to facility operation and maintenance. Additionally, we do not have access to a company fleet. This position will be reviewed annually and updated if our operating model changes.

Emissions from areas such as anaesthetics, medicines and medical devices are generally controlled and reported by our customer Trusts. We will continue to review our influence over these areas as part of our annual carbon reporting process. As a result, we understand our power over the carbon emissions we can influence extends to the following aspects of our operations:

- **Business Travel:** Travel conducted for business purposes (excluding use of fleet/leased vehicles).
- **Remote Working:** FTE working hours of all members of staff working from home.
- **Hotel Stays:** Nights spent at hotels for business purposes.

Elective Services Carbon Inventory		
Scope 1 Direct Emissions	Scope 2 Indirect Emissions	Scope 3 Indirect Emissions
N/A	N/A	Business Travel Remote Working Hotel Stays

Methodology

Our Carbon Baseline is measured by reporting the annual emissions of carbon dioxide equivalent (CO₂e) emissions. We have used 2023/24 as our baseline year, and this is the year against which all annual CO₂e emissions are compared.

Starting from the 2024/25 reporting cycle, we have aligned our carbon reporting year with Elective Services' financial year, which runs from 1st March to the end of February. This change ensures consistency between financial and environmental reporting and enables better integration of sustainability performance into our core business planning.

To calculate our carbon emissions, we have multiplied our annual consumption data by carbon conversion factors. Carbon conversion factors are produced annually by the Department for Energy Security and Net Zero (DESNZ) and the Office for National Statistics (ONS) greenhouse gas emissions intensity by industry. This gives us the annual CO₂e emissions for each aspect monitored. This emissions quantification approach has been selected to enable us to produce accurate and reproducible results. Using our carbon footprint tool, we will continue to quantify and report our annual emissions each year to enable us to monitor our progress towards net-zero.

Our Carbon Baseline

Our carbon baseline year is 2023/24, the earliest year for which complete and reliable emissions data is available. In 2023/24, we produced 34.49 tonnes of CO₂e (tCO₂e), with business travel accounting for 61.7% of emissions, remote working 34.0%, and hotel stays 4.3%.

In 2025/26, total emissions increased to 41.91 tCO₂e, up 7.42 tCO₂e, or 21.5%, compared with the baseline year. This reflects organisational growth, including higher employee numbers and associated increases in business travel, remote working and hotel stays. As we continue to expand, we will focus on strengthening carbon reduction measures, improving travel choices, and monitoring emissions annually against our net-zero pathway.

At category level, business travel emissions increased by 20.5%, remote working by 22.6%, and hotel stays by 26.8%. Despite this, the emissions profile remained broadly consistent, with business travel the largest contributor in 2025/26 at 61.2%, followed by remote working at 34.3% and hotel stays at 4.5%.

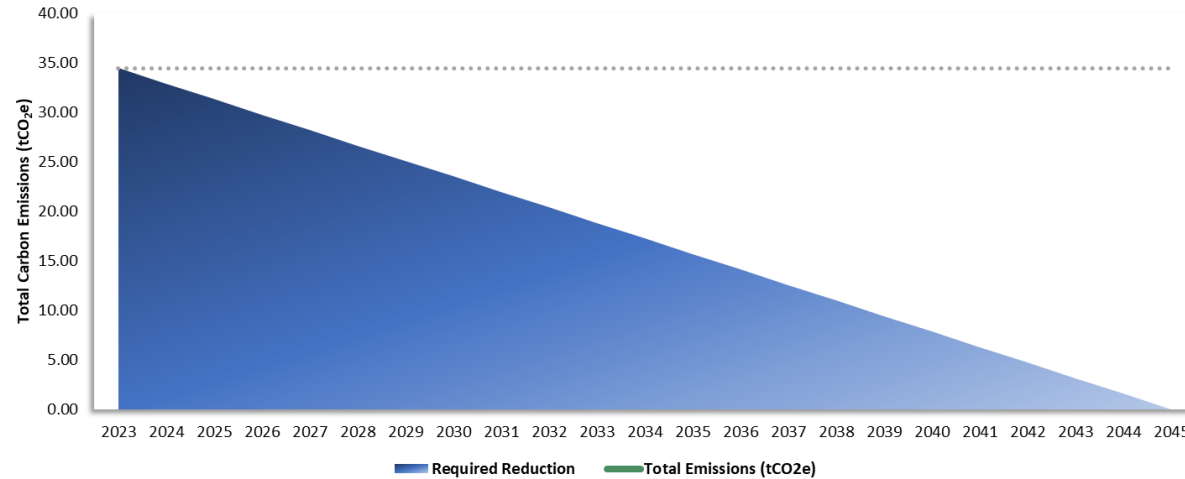
Scope	Aspect	2023/24 (tCO ₂ e)	2025/26 (tCO ₂ e)
Scope 1	N/A	0	0.00
Scope 2	N/A	0	0.00
Scope 3	Business Travel	21.28	25.65
	Remote Working Impact	11.72	14.37
	Hotel Stays	1.49	1.89
	Scope 3 total	34.49	41.91
Total		34.49	41.91

Our Pathway to Net Zero

At Elective Services, we recognise the importance of monitoring and reporting our carbon impact. Achieving net-zero requires commitment from our organisation and supply chain over the next 20 years.

Since our 2023/24 baseline year, we have already begun implementing carbon reduction measures. To further drive these reductions, we will execute this Carbon Reduction Plan and the accompanying action plan. The initiatives detailed will enhance efficiency and environmental performance of the organisation, ensuring we stay on track to reach net-zero.

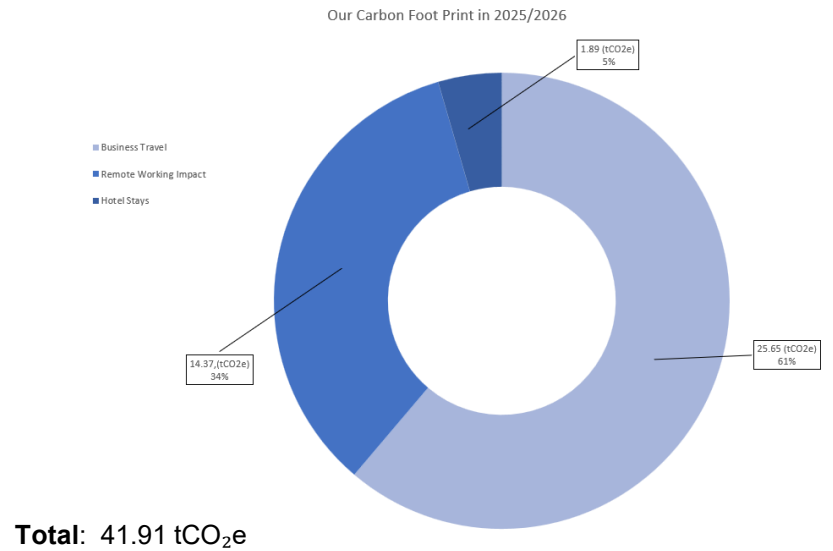
The graph below illustrates our indicative reduction pathway from our 2023/24 baseline year to our net-zero target year of 2045. This pathway is supported by interim



Note: From 2024/25 onwards, reporting periods aligned to Elective Services' financial year (1st March–28th/29th February).

milestones to reduce reported emissions by 25% by 2030, 50% by 2035 and 75% by 2040, before achieving net zero by 2045. It is important to clarify that while our baseline year (2023/24) follows the NHS financial year, this and all subsequent reporting from 2024/25 align with Elective Services' financial year (1st March–28th/29th February).

The pie chart below illustrates the contribution of each emission source to our total carbon footprint for the year 2025/26.



Our Strategic Objectives

To achieve our sustainability targets and commitments, we have identified five key areas for improvement within the organisation. Within each of these 'key themes', we have developed a series of strategic objectives, aimed at driving carbon reductions and ensuring accountability over our plans. The relevance, applicability, and effectiveness of these objectives will be reviewed and updated annually.

Our Key Themes:

- Our People
- Travel & Transport
- Corporate Approach
- Services & Supply Chain
- Digital Transformation

To support these objectives, we have developed an Action Plan to accompany this Carbon Reduction Plan. This plan outlines 22 specific actions we are committed to; each aligned with a strategic objective to reduce our carbon impact.

Each action has a designated owner responsible for implementation, along with a defined timeline, interim monitoring points, and a progress tracker. This structured approach will help us measure our progress and ensure effective execution of carbon reduction efforts.

The supporting Carbon Reduction Action Plan includes 22 actions across five themes:

- **Our People:** onboarding, colleague engagement, CRP leadership, newsletters and annual CRP review.
- **Travel & Transport:** travel policy, active travel promotion and review of high-carbon travel.
- **Corporate Approach:** ISO 14001, emissions monitoring, public updates, policy review and internal governance.
- **Services & Supply Chain:** NHS procurement alignment, emissions reporting, local contractor use, lower-carbon hotels and contractor engagement.
- **Digital Transformation:** efficient ICT systems, Cloud First approach and sustainable digital equipment procurement.

Progress will be monitored through the supporting Action Plan, including owners, timelines, monitoring points and status updates.

Our People

Engage the workforce with our carbon reduction ambitions.

Achieving net-zero requires commitment and action from our entire workforce. Every employee plays a role in ensuring the success of our Carbon Reduction Plan. We will engage our workforce by integrating a sustainability module into the onboarding process for new staff, offer training and engagement opportunities in carbon reduction, and launch a quarterly sustainability newsletter to ensure our people are informed of sustainability best practice. Workforce involvement is key to the governance of our Carbon Reduction Plan (CRP). We will establish a dedicated lead for the CRP and sustainability initiatives while collaborating with staff, contractors, and stakeholders to review and update the CRP annually.

Travel & Transport

Promote low-carbon modes of transport for business-related travel.

Travel and transport contribute significantly to our carbon footprint, accounting for 61.7% of our 2023/24 baseline emissions and remaining the largest emissions category in 2025/26 at 61.2% of total reported emissions. To address this, we are committed to reducing these emissions by moving away from high-carbon modes of transport, towards more sustainable alternatives. We will do this primarily through the development of a Travel Policy which will outline the travel hierarchy and provide guidance on low-carbon travel options for business-related trips. We will review our high-carbon travel usage and explore viable alternatives. We will also promote the benefits of active travel for our colleagues and contracted staff, through our Travel Policy and quarterly sustainability newsletter.

Corporate Approach

Carbon reduction will be incorporated into our corporate values and internal operations.

We are committed to embedding carbon reduction into our core values and principles, ensuring sustainability is at the heart of our corporate approach. We will maintain our ISO 14001 accreditation and integrate sustainability in our daily operations, to uphold our commitment to environmental protection.

Continue to measure and transparently report our carbon impact and reduction measures.

We understand the importance of transparency in our carbon reduction efforts and the role we have as a supplier to the NHS. We will therefore provide regular updates on our progress to relevant stakeholders, through a sustainability newsletter, by participating in the NHS Evergreen Framework, publishing case studies on our LinkedIn account, and making our Carbon Reduction Plan publicly available.

Ensure changes and innovation in carbon reductions are regularly reviewed and responded to.

To ensure we remain aligned with evolving legislation and recommendations, we will continuously review and update our carbon reduction strategies, ensuring compliance with NHS and national sustainability requirements.

Sustainable Services & Supply Chain

Continue to review our customers' existing needs and requirements for carbon reduction.

As an insourcing provider to NHS Trusts, we are committed to publicly reporting our carbon emissions and reduction targets in accordance with the Net Zero Supplier Roadmap. Beyond compliance, we will strive to align with and exceed NHS procurement targets wherever possible.

Integrate carbon reduction into all our procurement practices.

Hotel stays account for 4% of our baseline emissions. To minimise this impact, we will collaborate with our third-party booking provider to prioritise low-carbon accommodation options for our contractors, ensuring sustainability is a key factor in the decision process. We will actively contribute to NHS sustainability targets by supporting our contractors in adopting carbon-lite practices when working through us. We will encourage them to minimise waste, switch off unused equipment, and reduce commuting emissions by promoting active and public transport. By embedding sustainability into our operational decisions, we aim to drive meaningful carbon reductions across our supply chain.

Digital Transformation

Minimise the potential environmental impacts of the digital transformation.

As we operate remotely, emissions associated with homeworking accounted for 34.0% of our 2023/24 baseline emissions and 34.3% of total reported emissions in 2025/26. We will reduce the wider impact of our digital operations by maintaining efficient ICT systems, following the Cloud First principle, and choosing recycled or refurbished equipment where possible.



Glossary

Air Pollution: the presence and introduction into the air of a substance which is harmful to human health

Carbon Intensity: a means of calculating the amount of carbon generated for a specific energy source (e.g. electricity)

Carbon Net-Zero: a state in which an organisation emits no carbon emissions from its activities. Or a state in which all carbon emissions are offset

Carbon Offset: an action or activity (such as the planting of trees or carbon sequestration) that compensates for the emission of carbon dioxide or other greenhouse gases to the atmosphere

CO₂e (Carbon dioxide equivalent): a unit used to express total greenhouse gas emissions. There are multiple GHGs, each with a different impact on climate change. CO₂e equates all GHGs to the impact of carbon dioxide. CO₂e is used to report all GHG emissions

Greenhouse Gas (GHG): a gas that contributes to the greenhouse effect, leading to climate change (e.g. CO₂)

kWh (kilowatt hours): a unit of measurement for energy usage (e.g. gas and electricity)

Direct emissions: CO₂e emissions from sources which are owned or controlled by the organisation.

Indirect emissions: CO₂e emissions from sources which are not owned or controlled by the organisation, but are generated due to the organisation's activities, such as purchased electricity, procurement and waste disposal.

Scope 1 emissions: direct emissions from owned or controlled sources (e.g. on-site fuel combustion, company vehicles, anaesthetic gases)

Scope 2 emissions: indirect emissions from the generation of purchased electricity, steam, heating, and cooling

Scope 3 emissions: all other indirect emissions that occur in an organisation's supply chain (e.g. purchased goods, employee commuting, waste disposal)

Declaration and Sign Off

This Carbon Reduction Plan has been prepared in accordance with PPN 006, formerly PPN 06/21, and associated technical guidance.

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, 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).

Digitally signed by the Director of Elective Services Ltd.

5th June 2026

Next Review Date: June 2027